



INVESTOR PRESENTATION

September 2021



DISCLAIMER



THIS PRESENTATION DOES NOT CONSTITUTE OR FORM PART OF, AND SHOULD NOT BE CONSTRUED AS, AN OFFER TO SELL OR TO ISSUE ANY SECURITIES OR SOLICITATION OF AN OFFER TO PURCHASE, SUBSCRIBE OR SELL SECURITIES IN ANY JURISDICTION OR AN INDUCEMENT TO ENTER INTO INVESTMENT ACTIVITY. IT IS SOLELY FOR USE AS AN INVESTOR PRESENTATION AND IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY. THE PRESENTATION DOES NOT CONTAIN ALL OF THE INFORMATION THAT IS MATERIAL TO AN INVESTOR.

By attending the meeting where this presentation is made, or by reading the presentation slides, you agree to be bound by the limitations set out below.

Neither DP World Limited ("**DP World**") nor any other person or party is under any obligation to update or keep current the information contained herein. Whilst DP World has taken reasonable care to ensure that the information contained in this presentation is accurate at the time of last revision, no reliance may be placed for any purpose whatsoever on the information contained in this presentation, or any other material discussed verbally, or on its completeness, accuracy or fairness. Accordingly, DP World and each of its subsidiaries, associates, affiliates and each of their respective directors, officers, employees, agents and representatives (together, the "**Relevant Entities**") expressly disclaims any liability for any loss howsoever arising out of or in connection with a recipient's use of, or reliance on, or otherwise arising in connection with, this presentation. No representation or warranty or undertaking, express or implied, is given by or on behalf of any Relevant Entity or any other person in respect of the completeness, accuracy or fairness of the information contained in this presentation.

Certain information in this presentation is of a historical nature and may now be out of date. All historical information should be understood as speaking from the date of its first publication. In addition, this presentation contains statements about future events and expectations that are forward-looking statements that reflect DP World's current intentions, beliefs or expectations. No forward-looking statements should be taken as forecasts or promises nor should they be taken as implying any indication, assurance or guarantee that the assumptions on which such forward-looking statements have been prepared are correct or exhaustive or, in the case of assumptions, fully-stated in this presentation. Neither DP World nor any other person assumes any obligation to update the forward-looking statements contained herein to reflect actual results, changes in assumptions or changes in factors affecting these statements.

This presentation should not be construed as the giving of advice or the making of a recommendation and should not be relied on as the basis for any decision or action. In particular, actual results and developments may be materially different from any opinion or expectation expressed in this presentation.

This presentation and its contents are restricted and are being provided to you solely for your information and may not be taken away, re-transmitted, further distributed to any other person, published or reproduced, in whole or in part, by any medium or in any form for any purpose without the prior written consent of DP World. If handed out at a physical investor meeting or presentation, this presentation should be returned promptly at the end of such meeting or presentation. If this presentation has been received in error it must be returned immediately to DP World.

The opinions and information presented herein are based on general information gathered at the time of writing and are subject to change without notice at any time. Past performance is not necessarily indicative of future results. For industry-related information, DP World relies on information obtained from sources believed to be reliable but does not guarantee its accuracy or completeness and no representation or warranty, express or implied, is made with respect thereto.

This presentation is not intended to provide the basis for any credit or any third party evaluation of DP World and should not be relied upon for investment decision purposes.

Contents

1. DP World Overview
2. Ports & Terminals
3. Parks & Economic Zones
4. Maritime & Logistics
5. ESG
6. Financials
7. Appendix

CONTENTS



DP WORLD 

01

DP WORLD
OVERVIEW

INVESTOR PRESENTATION

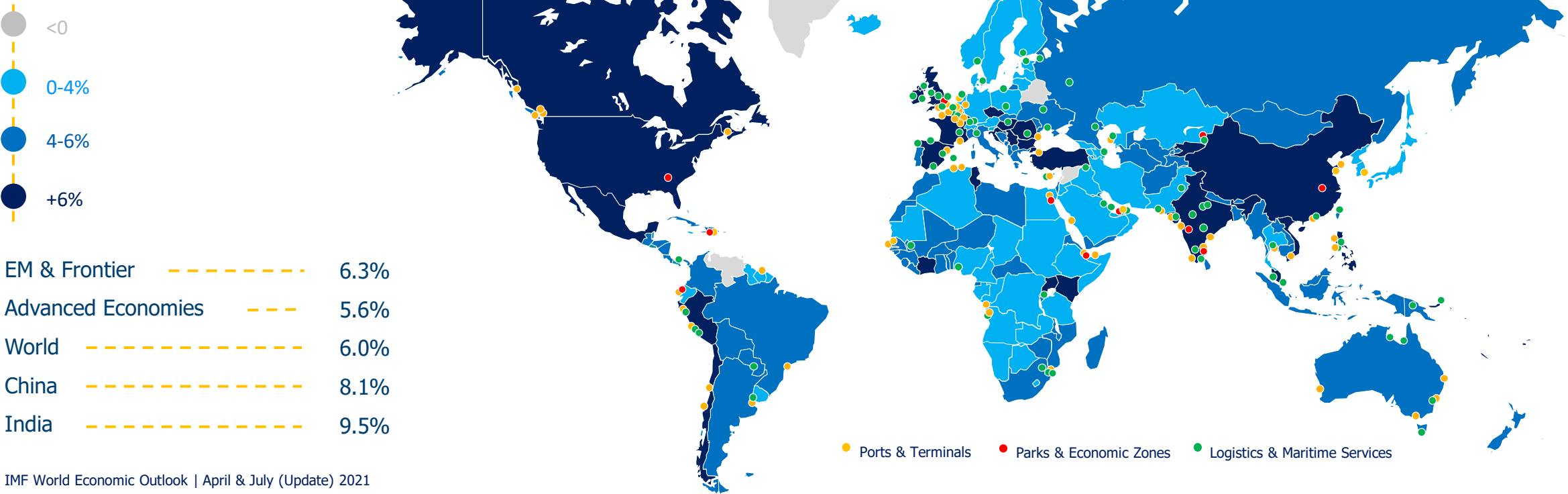


OUR GLOBAL FOOTPRINT



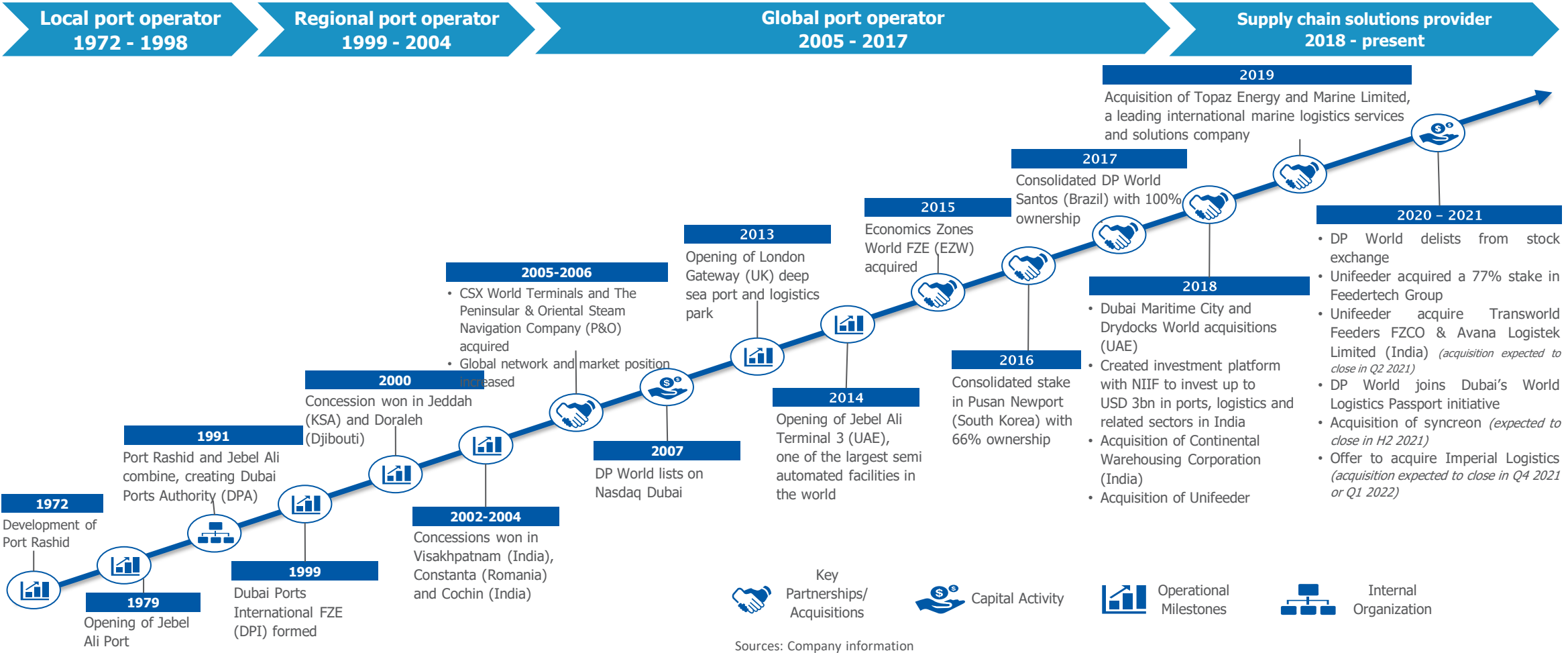
Over **148** BUSINESS UNITS IN **60** COUNTRIES
ACROSS **6** CONTINENTS

IMF World Economic Outlook
Real GDP Growth
2021 Projections

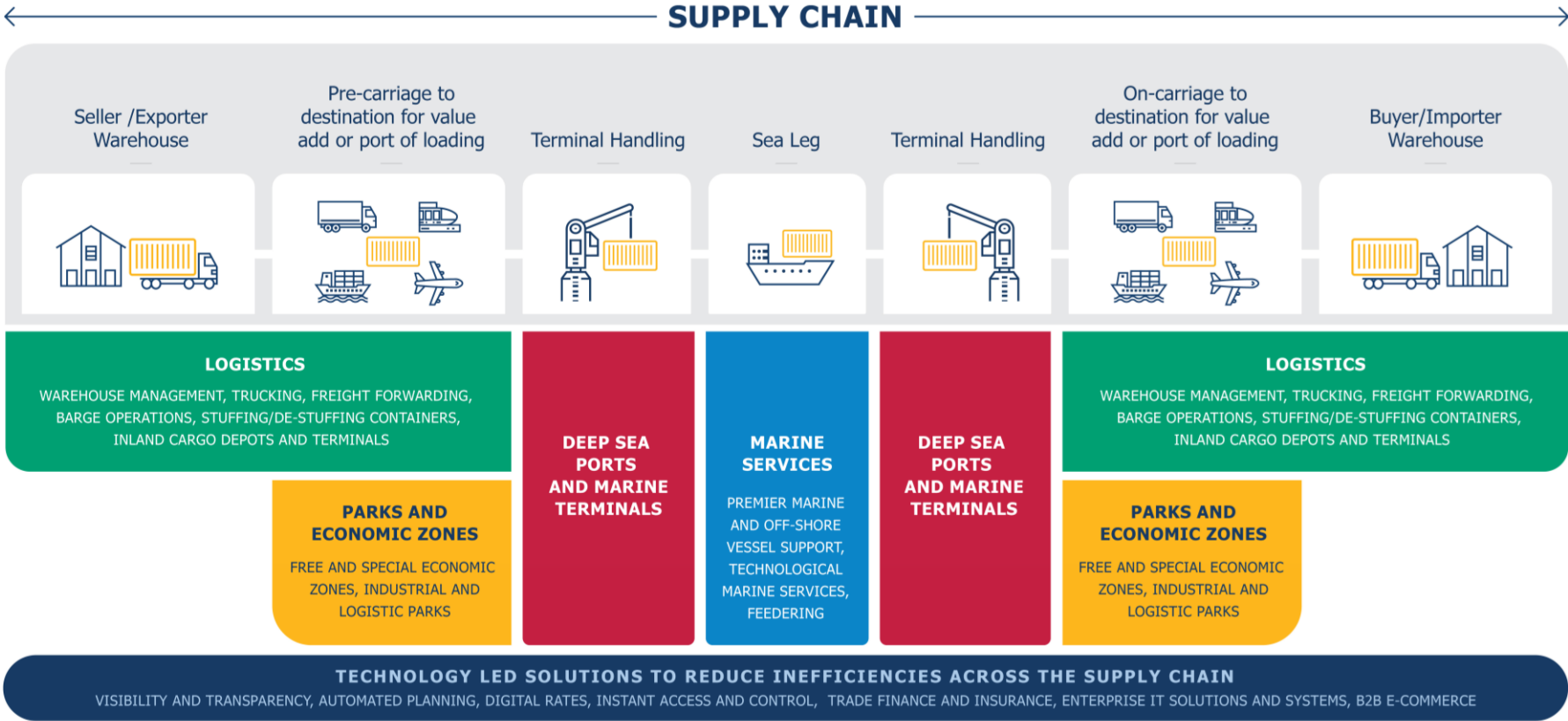


IMF World Economic Outlook | April & July (Update) 2021

FROM LOCAL PORT OPERATOR TO SUPPLY CHAIN SOLUTIONS PROVIDER



SUPPLY CHAIN SOLUTIONS PROVIDER – FULLY INTEGRATED ACROSS THE SUPPLY CHAIN



Extending the core business to play a wider role in the supply chain



Connecting directly with cargo owners & aggregators of demand



Providing technology led solutions to remove inefficiencies



Improve quality of earnings and drive returns

PROVIDING SOLUTIONS TO CARGO OWNERS



Traditional Container Customers • Shipping Lines

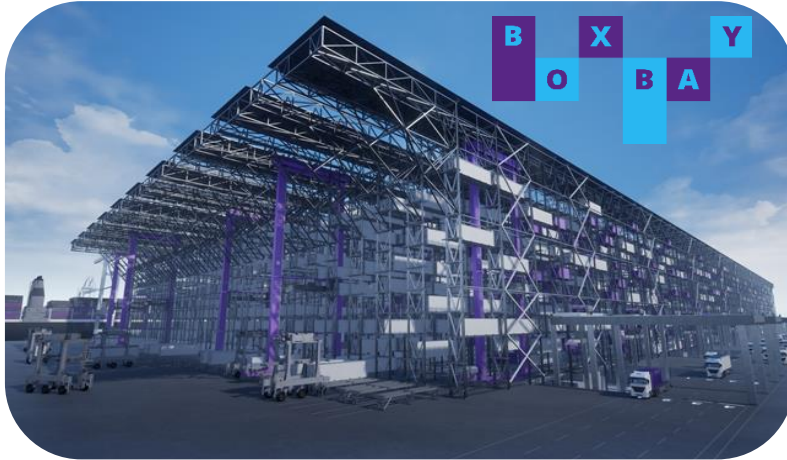


Beneficial Cargo Owners

- Automotive
- Oil & Gas
- Manufacturers
- Healthcare
- Technology
- Consumer



DP WORLD INVESTMENT IN DISRUPTIVE TECHNOLOGY



Fully **automated** stacking to eliminate inefficiency.

Deliver capacity of a terminal in a **third of the surface area.**

11 high stacking vs traditional method of 6.



Hyperloop system for fast & efficient delivery of cargo.

Sustainable means of cargo transport, 100% electric.

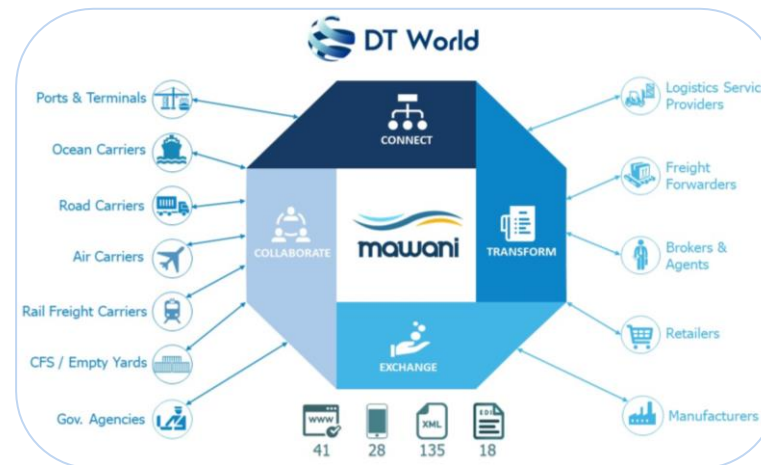
Deliver freight at speed of flight & close to the **cost of trucking.**



Instant Freight quotes from anywhere to anywhere.

Via **Sea, Air & Land.**

Real-time container tracking.







Digitising the supply chain to reduce inefficiencies.

Providing **transparency** to cargo owners.

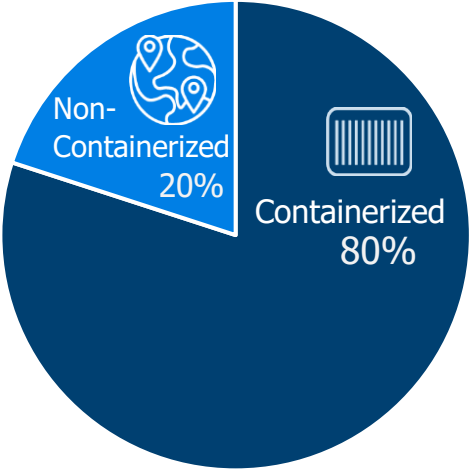
Trade and logistics service providers in a **single window.**

DP WORLD BUSINESS UNITS

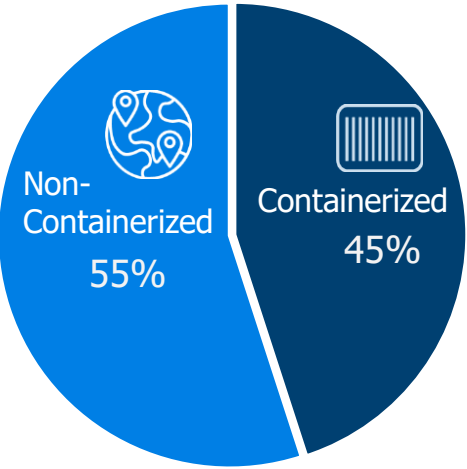
Business unit	 Ports & Terminals	 Parks & Economic Zones	 Logistics	 Maritime Services
Key Operations	<ul style="list-style-type: none"> Building and operating multi-purpose ports focused on high-margin, sticky origin & destination cargo 	<ul style="list-style-type: none"> Developing parks with an optimal eco-system to accelerate trade through best-in-class infrastructure 	<ul style="list-style-type: none"> Delivering value-add end-to-end connectivity to cargo owners 	<ul style="list-style-type: none"> Providing marine solutions to offshore energy, port services and cargo transport. Ship repair and specialized build.
Revenue Share 2020	<ul style="list-style-type: none"> 55% 	<ul style="list-style-type: none"> 5% 	<ul style="list-style-type: none"> 30% 	<ul style="list-style-type: none"> 10%
Revenue Drivers	<ul style="list-style-type: none"> Containers handled x revenue per TEU Ancillary container revenues Non container revenue 	<ul style="list-style-type: none"> Leased space x price per Sqm 	<ul style="list-style-type: none"> Freight x freight rates 	<ul style="list-style-type: none"> Day rates x utilization
Key features	<ul style="list-style-type: none"> Focused on emerging markets, origin destination cargo. Market share approx. 10% of global container volumes. Long term concessions (36 years) 	<ul style="list-style-type: none"> Building logistics parks in key locations with high quality infrastructure and connectivity Long term leases 	<ul style="list-style-type: none"> Providing supply chain solutions Removing inefficiencies in supply chain and providing transparency. Typically asset-light 	<ul style="list-style-type: none"> Operating over 400 vessels providing solutions primarily to energy sector. Key focus on Caspian sea. Ship repair and specialized ship-build services
Target IRR	<ul style="list-style-type: none"> Emerging Markets 12%+ Developed Markets 8%+ 	<ul style="list-style-type: none"> 8%+ 	<ul style="list-style-type: none"> 12%+ 	<ul style="list-style-type: none"> 12%+

REVENUE & EBITDA MIX CHANGE

Revenue Diversification*



2014



2020

Revenue & EBITDA Mix*



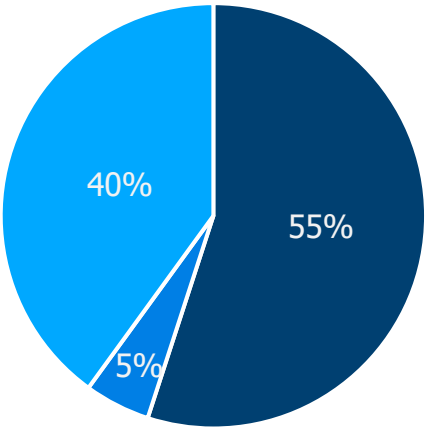
Ports & Terminals



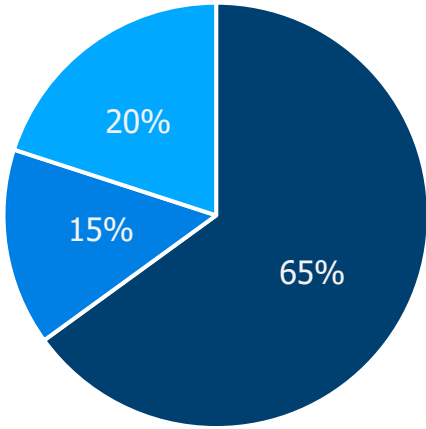
Parks & Economic Zones



Logistics & Maritime



2020 Revenue



2020 EBITDA

* Rounded Figures

DP WORLD[®]

02

PORTS &
TERMINALS

INVESTOR PRESENTATION



DP WORLD – PORTS & TERMINALS

OUR GLOBAL FOOTPRINT

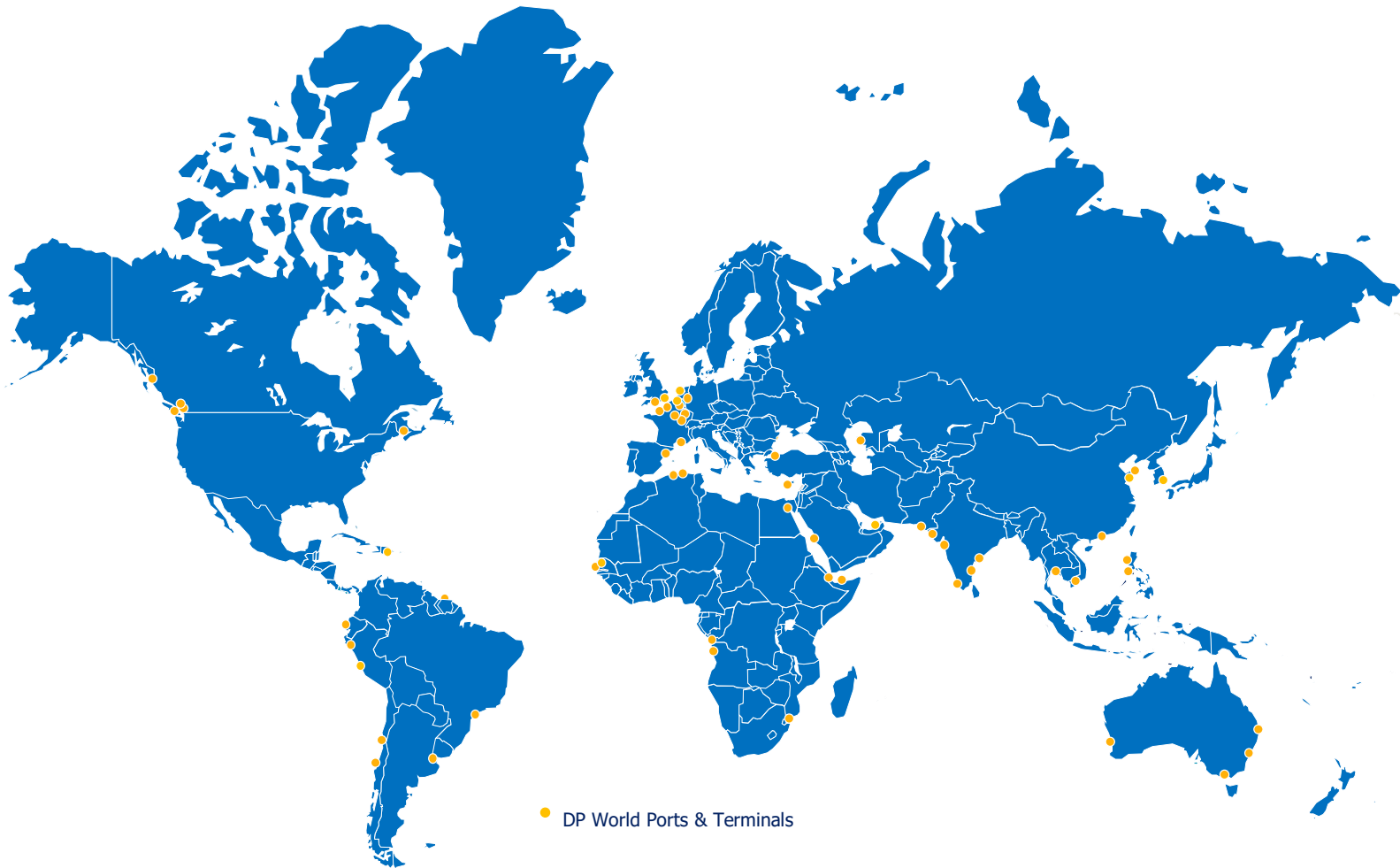


INTRODUCTION

DP World is a global leader in container terminal operations and manages 93 million TEU of capacity. DP World’s container capacity is focused on faster growing markets and high margin origin & destination cargo.

DP World Market Share (by Throughput)*	%
Asia	5.5%
Europe	8.4%
Middle East	36.5%
South Asia	17.2%
South America	8.3%
North America	3.3%
Africa	6.0%
Oceania	22.4%

* Source: Drewry Maritime Research



DP WORLD PORTS OVERVIEW



DP World manages 93 million TEU capacity



Global network of over **148** business units in **60** countries across **6** continents



9% market share



55% of total revenue generated by port operations

DP World focuses on the faster growing markets and key trade routes



Approximately **75%** of our volumes generated from emerging or frontier markets in 2020



Diversified portfolio



Strong presence in key East- West trade route

DP World focuses on origin and destination cargo which has pricing power



Over **70%** of our gross volumes were O&D in 2020 and have to go through our ports



Shipping lines do not dictate our volumes – imports and exports do

DP World operates container terminals through long term concession agreements

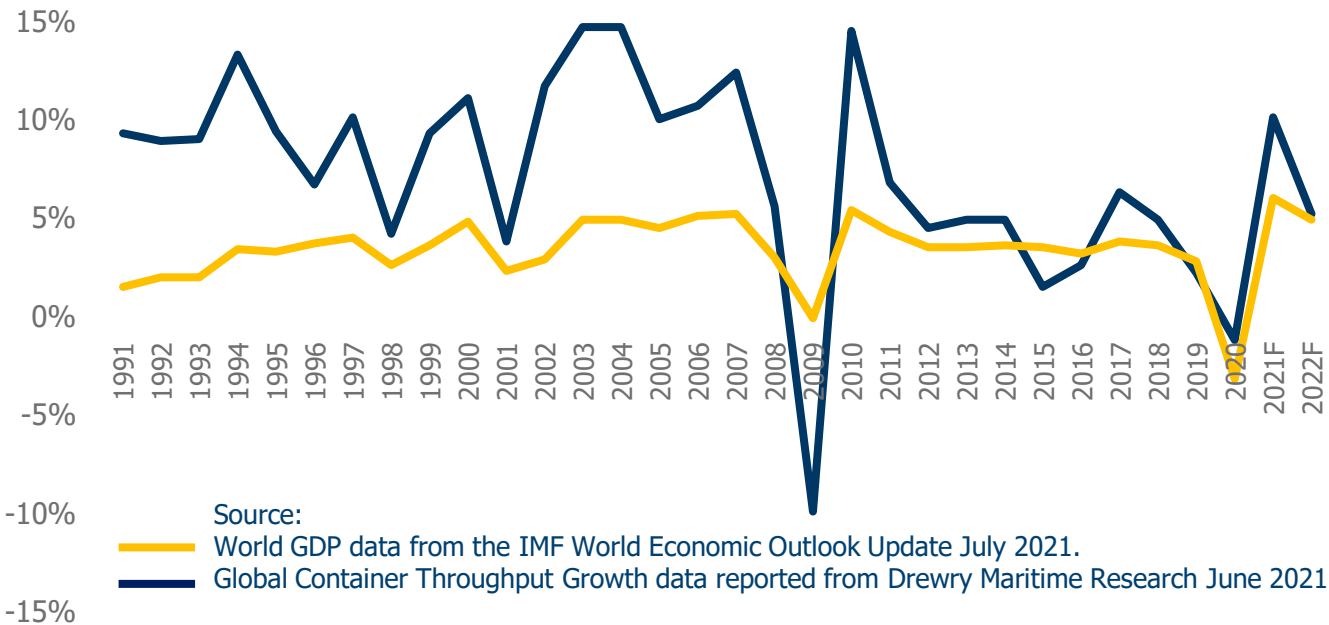


Average life of port concessions is approximately **35** years



Very high barriers to entry

GLOBALISATION AND THE GROWTH OF THE CONTAINER



Container Ports Characteristics

- Resilient volumes, high cash generation, and limited operators.
- Light regulation – cost of container handling is less than 10% of total transport logistics.
- High entry barriers – capital expenditure heavy, strategic assets.

Why does a multiplier exist?

- Distance between manufacturing and consumption location requires transshipment which leads to containers being handled more than once.
- Trade imbalance leads to empty repositioning.
- Low container penetration rates in emerging markets.



More than **90%** of cargo is transported on Sea



World container traffic vs. World GDP

CONTAINERISATION PENETRATION RATES REMAIN LOW

Region / Country	Port Throughput (mn TEU)	Estimated Population in 2020 (mn People)	Container / Thousand Capita in 2020 (TEU / '000 people)
China	240.1	1,440	167
UK	10.7	67	160
North America	67.4	497	136
Europe	135.5	1,043	130
World	795.0	7,762	104
Latin America	49.1	525	93
Brazil	10.8	213	51
Russia	5.2	146	36
Africa	29.1	1,237	24
India	16.4	1,382	12

Notes:

- Port throughput figures include gateway and transshipment volumes.
- Significant volumes of unitised traffic also move in ro-ro mode in some countries e.g. UK.

Source: 2021 Drewry Maritime Research

MAINTAINING DIFFERENTIATION FROM TERMINAL OPERATING PEERS: TOP 5 GLOBAL PORT OPERATORS

Operator	2020 Throughput	Capacity	2020 Market Share	2020 Equity TEU* Market Share	Key Focus
China Cosco Shipping	104.4	131.9	13.2%	5.9%	<ul style="list-style-type: none"> ○ Around 80% of activity generated by emerging markets. ○ Primarily gateway, with more limited exposure to transshipment at small number of terminals. ○ Mainly focused on China, but international terminals steadily increasing share of total throughput. ○ Strong commitment to Belt and Road Initiative
PSA International	86.6	117.3	10.9%	7.5%	<ul style="list-style-type: none"> ○ Almost 80% of traffic from emerging markets. Singapore a mature market location but transshipment volume drawn from emerging markets. ○ Global operator but no presence in Africa and only limited presence in Latin America. ○ Development of capacity at existing locations, especially Singapore. Expansion through acquisitions. Strong digital agenda.
APM Terminals	83.7	110.1	10.6%	5.7%	<ul style="list-style-type: none"> ○ Around 65% gateway traffic, but portfolio includes a number of large transshipment terminals which support Maersk Line operation. ○ Global presence - Oceania the only world region where not currently operating. ○ Equity teu split around 70% / 30% between emerging and mature markets.
Hutchinson Port Holdings¹	80.6	112.8	10.2%	5.6%	<ul style="list-style-type: none"> ○ Mainly emerging markets although significant presence in Europe. ○ Mostly gateway (80%), but operating small number of established transshipment hubs. ○ High (global presence) although significant proportion of volumes in home base of China. Limited presence in North and South America and Africa
DP World	69.5	92.2	8.8%	5.6% ²	<ul style="list-style-type: none"> ○ Primarily origin and destination cargo (70%) with pricing power ○ Emerging market focus and strong presence in Europe, Australia and North America ○ High global presence, limited in North America ○ Expansion in emerging and mature markets ○ Only operator with activities in all 12 world regions and remains the leading player in the Middle East by a large margin.

Source: Drewry Maritime Research 2021 Annual Report.

*Equity TEU adjusts figures to match the % ownership of terminals, (1) Hutchison figure include HPH Trust volumes (2) DP World equity league ranking: #4 in 2018

KEY PORT DEVELOPMENTS

Fraser Surrey (Canada)

FS is a multipurpose terminal which handles containers (650k TEU capacity), steel and agri-bulk. The acquisition gives DP World the ability to further diversify cargo mix with a focus on non-container cargo.

Posorja (Ecuador)

Opened in August 2019 with 0.75m TEU capacity. Only deep-water port in the fast growing container market of Ecuador.

Ndayane Port (Senegal)

DP World Dakar SA, the local JV company between DP World and PAD, will develop, operate the 300ha container terminal. The JV will also finance, design and develop the land and maritime infrastructure of the new 600ha port.

TIS Container Terminal (Ukraine)

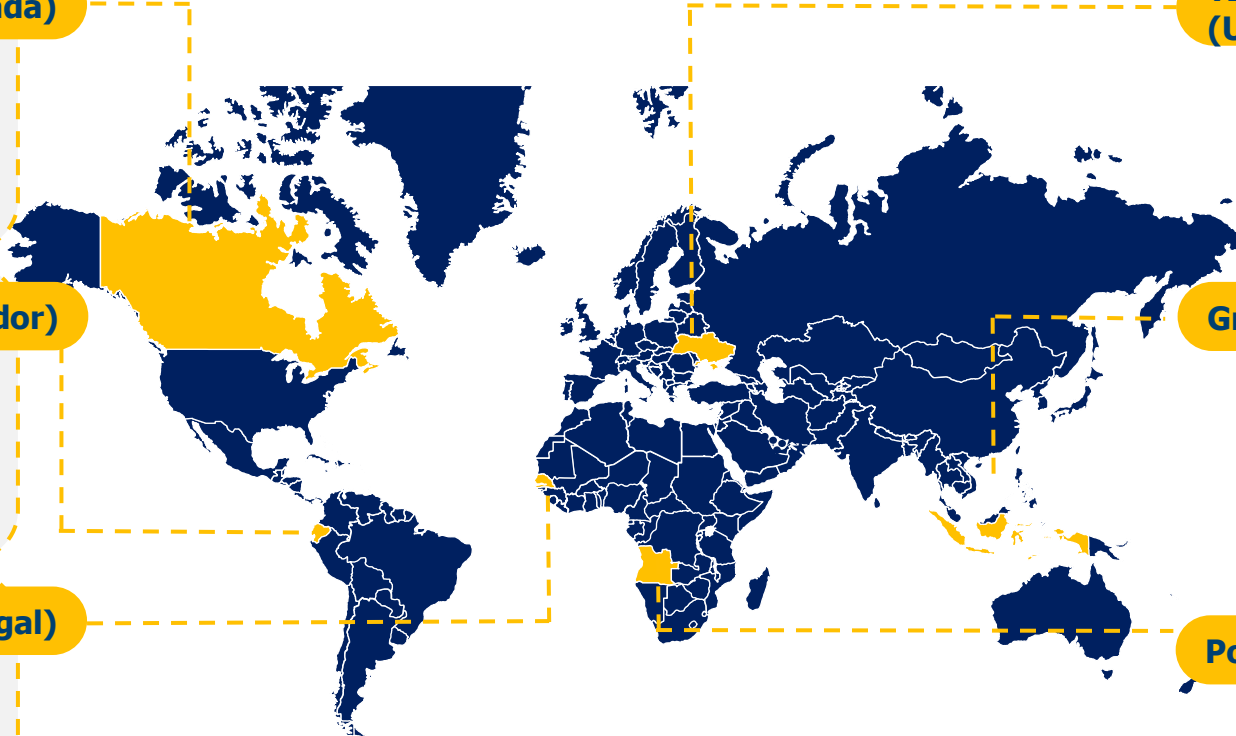
DP World acquired a 51% stake in TIS Container Terminal in the Port of Yuzhny, Ukraine. The port is a deepwater multipurpose terminal ideally located to serve the strong domestic market, Belarus and Eastern Europe.

Gresik, Java (Indonesia)

DP World signed a long-term agreement with Indonesia's leading conglomerate Maspion Group to start the construction of an international container port and industrial logistics park in Gresik. Work is expected to begin in 3Q 2021, with commercial operations starting in 2023.

Port of Luanda (Angola)

DP World will invest US\$190 million over the 20-year period of the concession, with plans to bring operations in line with global standards and improve the efficiency, as part of the broader aim of increasing the terminal's annual throughput to approximately 700,000 TEUs per year.



DP WORLD 

03

PARKS &
ECONOMIC ZONES

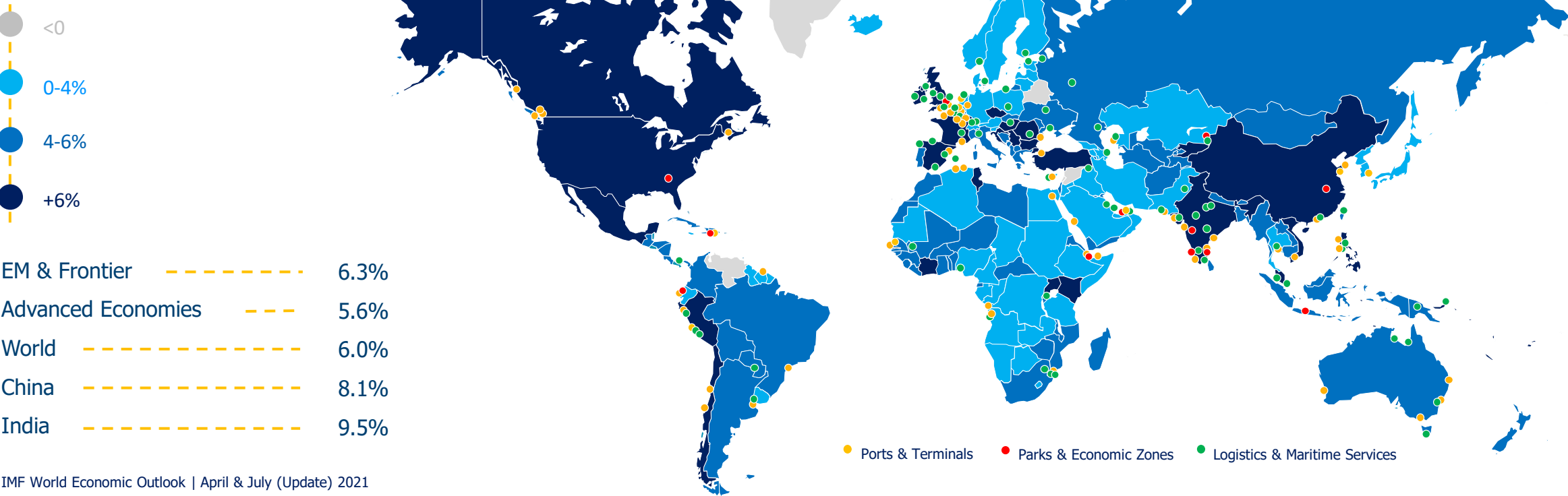
INVESTOR PRESENTATION



OUR GLOBAL FOOTPRINT

Over **148** BUSINESS UNITS IN **60** COUNTRIES
ACROSS **6** CONTINENTS

IMF World Economic Outlook
Real GDP Growth
2021 Projections



IMF World Economic Outlook | April & July (Update) 2021

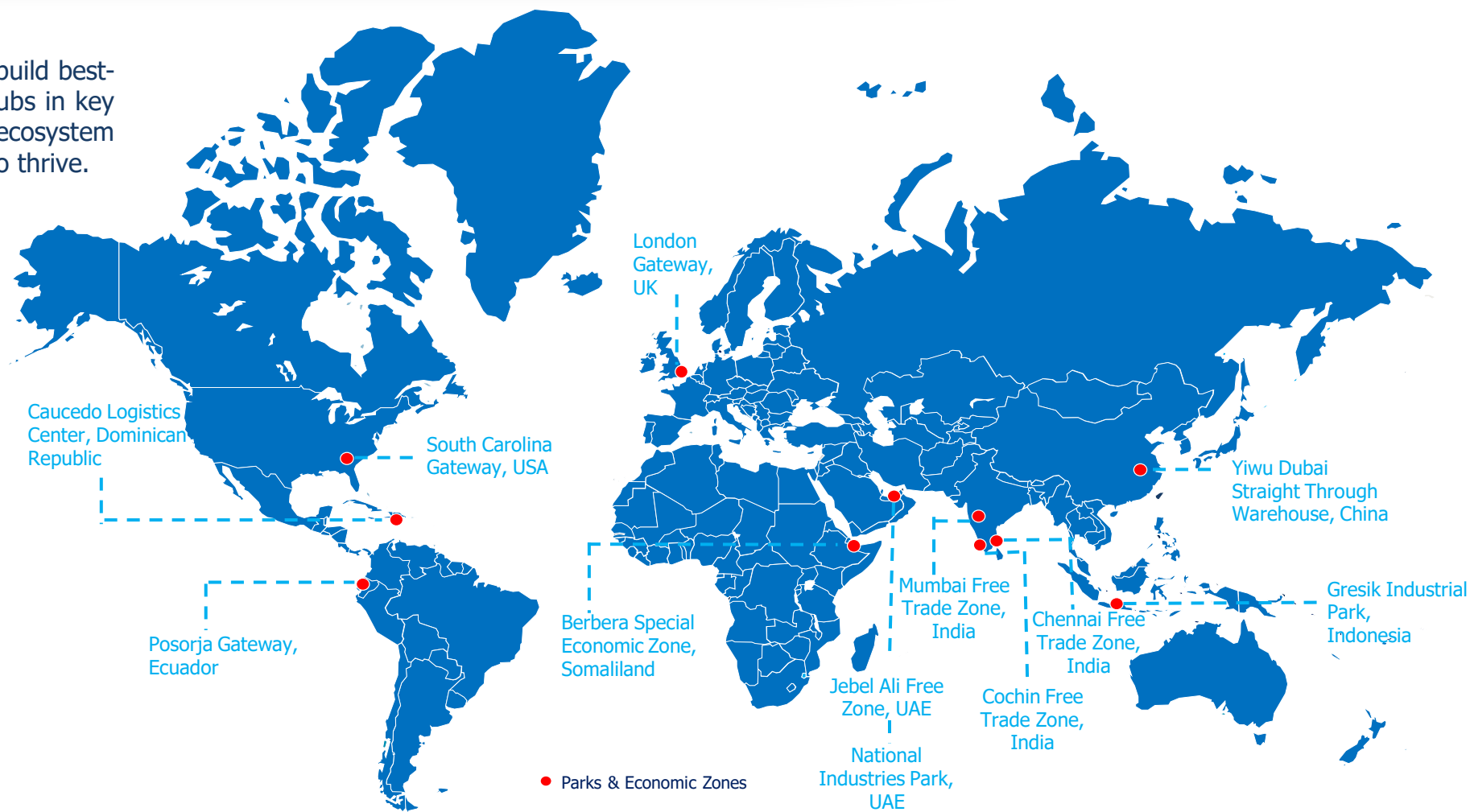
DP WORLD PARKS & ECONOMIC ZONES

OUR GLOBAL FOOTPRINT



INTRODUCTION

DP World aims to build best-in class logistics hubs in key locations with an ecosystem that allows trade to thrive.



DP WORLD PARKS & ECONOMIC ZONES



Status	Park & Economic Zone	Country	Size (ha)	Connectivity				
				Sea	Land	Air	Rail	Barge
Operational	Jebel Ali Free Zone	UAE	5,700	✓	✓	✓		
	National Industries Park*	UAE	2,100	✓	✓	✓		
	Caucedo Logistics Center	Dominican Republic	120	✓		✓		
	London Gateway	United Kingdom	90	✓		✓	✓	
	Djibouti Free Zone	Djibouti	31	✓	✓	✓	✓	
Under Development	Mumbai Free Trade Zone	India	18	✓	✓	✓		
	Chennai Free Trade Zone	India	50	✓	✓			
	Cochin Free Trade Zone	India	4	✓	✓		✓	
	Gresik Logistics Zone	Indonesia	110	✓	✓			
	Posorja Special Economic Zone	Ecuador	108	✓				✓
	Berbera Special Economic Zone	Somaliland	52	✓	✓			
	South Carolina Gateway	USA	535		✓		✓	

Operational 8,041 ha

Under Development 877 ha

Total 8,918 ha

* Under DP World Management

DUBAI SERVES A WIDE REGION



- Jebel Ali Port is 11th largest port worldwide
- 19.3 million TEU capacity (2020)
- Sea connectivity: 180+ shipping lines, 80+ weekly services, 140+ direct ports of call



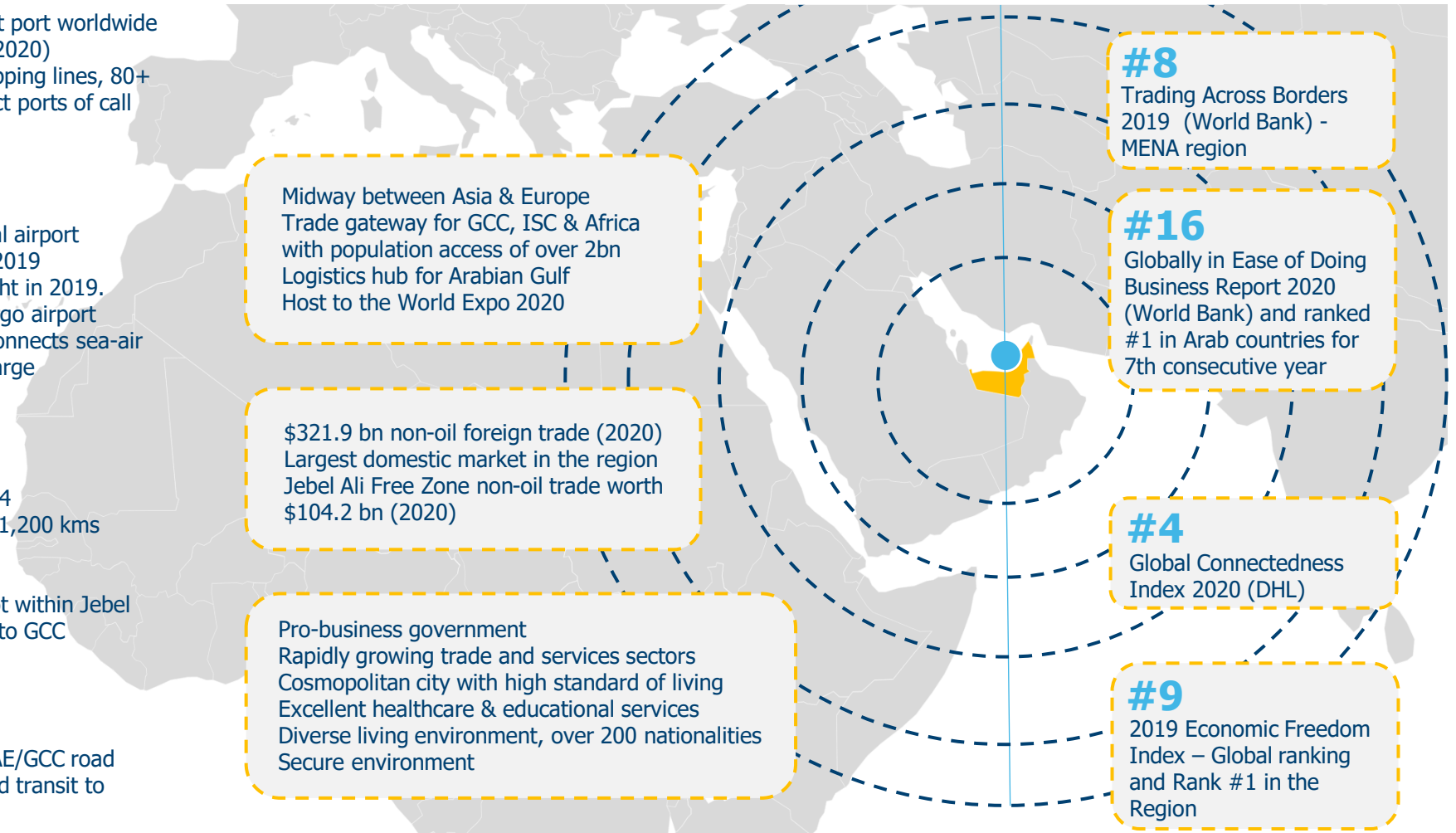
- World's busiest international airport
- 87.9 million passengers in 2019
- Handled 2.6m tons air freight in 2019.
- DWC: Dubai's emerging cargo airport
- Customs bonded corridor connects sea-air box within 45mins of discharge



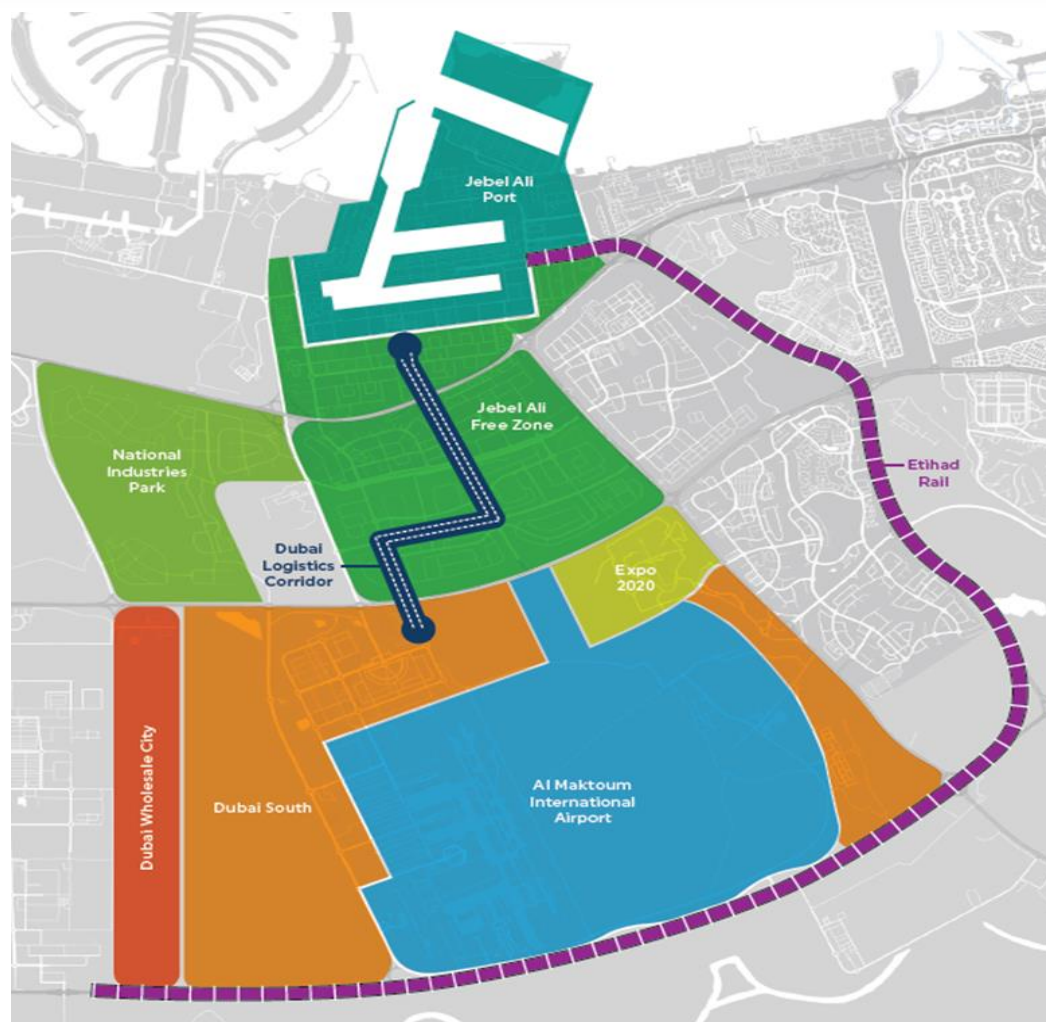
- Rail network in GCC by 2024
- Etihad Rail (UAE) will span 1,200 kms
- 75 Kms of Metro
- Tramway of 14 kms
- Etihad Rail will have a depot within Jebel Ali facility, connecting UAE to GCC



- Connected to the main UAE/GCC road network – 2 to 3 days road transit to anywhere in the GCC.



JEBEL ALI PORT & FREE ZONE (JAFZ) INTEGRATED ONE STOP SHOP FOR BUSINESS SOLUTIONS



Over **8,600**
customers from
140 countries



Over **130,000**
Jobs sustained



Facilitates trade
(2020) worth
\$104.2 Bn



Main **Logistics & Trade Hub** for the region



Spans **57** sq km



One of the largest
Business Communities
in the region



Operate in an
Integrated
One-Stop-Shop



Multimodal Connectivity
Jebel Ali Port, Al Maktoum Intl. Airport,
Etihad Railway, Regional Highways



Access to **3 Bn+**
people in the
MEASA region



Over **350** logistics companies. **14 out of the 20 largest** logistics companies in the world have their Regional base in JAFZA



Over **100**
Fortune 500
companies



Dubai **Logistics Corridor** Sea – air
customs bonded corridor

LONDON GATEWAY (UNITED KINGDOM)



London Gateway, United Kingdom

Being the UK's most integrated logistics facility, DP World London Gateway has the infrastructure to optimise supply chain operations by offering the UK's best tidal access, largest port rail terminal, and easily accessible road connections across the country.

- **Location:** Adjacent to London Gateway Terminal
- **Size:** 90 ha
- **Connectivity:** Sea, Air, Rail
- **Services:** Common user facility through group company P&O Ferrymasters
- **Products:** Serviced land, Offices

CAUCEDO LOGISTICS CENTER (DOMINICAN REPUBLIC)

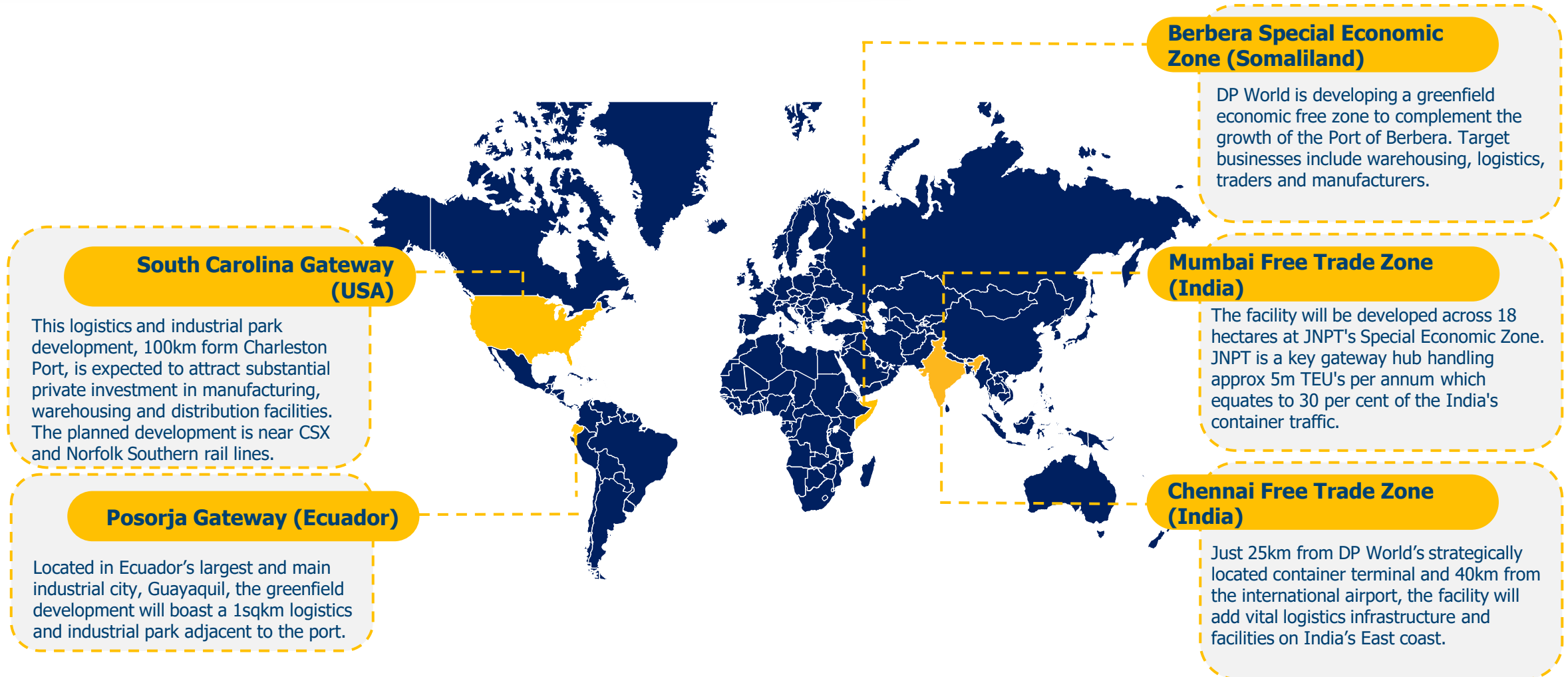


Caucedo Logistics Centre, Dominican Republic

DP World Caucedo is the first logistics center in the America's region to be situated inside a port. The facility combine port and warehousing operations and provide customers with an integral solution of seamless container transportation from quay to warehouse.

- **Location:** Adjacent to Caucedo Terminal
- **Size:** 120 ha
- **Connectivity:** Sea, Air
- **Services:** Logistics services through DP World Logistics
- **Incentives:** Bonded storage, Corporate tax exemption
- **Products:** Serviced land – 10,000 sqm, Pre-built Warehouses – 70,000 sqm, Built to suit – can be made as per specifications.

KEY PARKS & ECONOMIC ZONES DEVELOPMENTS



DP WORLD 

04

MARITIME &
LOGISTICS

INVESTOR PRESENTATION



DP WORLD MARITIME & LOGISTICS

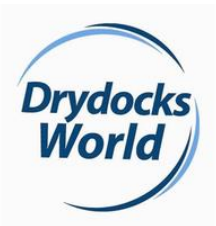
OUR GLOBAL FOOTPRINT



INTRODUCTION

To complement our global trade services, we provide maritime solutions through a wide portfolio of specialist vessels, river barging, chartering and port services.

As a leading trade enabler, we aim to offer seamless connectivity to DP World ports, other 'beyond the gate' operations and supply chain expertise to turn challenging supply chain requirements into flexible solutions.



UNIFEEDER

- Unifeeder Group plays a critical role as a facilitator of integrated supply chains, by providing efficient and sustainable transport solutions
- Manages the best-connected feeder network and rapidly growing shortsea business in Europe, Middle East, wider Indian Subcontinent and Asia Region with connectivity to more than 150 ports.

P&O FERRIES

- P&O Ferries is a pan-European integrated logistics business consisting of a market leading roll-on roll-off (Ro-Ro) ferries operation and a European transportation and logistics solutions provider, P&O Ferrymasters.
- P&O Ferries operates a fleet of 21 vessels across 11 ports whilst P&O Ferrymasters provides supply chain solutions in 19 European locations.

P&O

- P&O Maritime Logistics (POML) is a leading provider of marine solutions with a focus on offshore energy, port services and cargo transport.
- POML operates a fleet of over 400 vessels which include OSV's, tugs and barges. Operations are global but with a focus on the Caspian.

Drydocks World

- Drydocks World (DDW) is the largest ship repair yard in the Middle East and a market leader in the ship repair business.
- The business delivers stable ship and rig repair revenues and has specialist capabilities in niche ship newbuilds and conversions.

P&O MARITIME LOGISTICS (POML) CAPABILITY & MARKETS



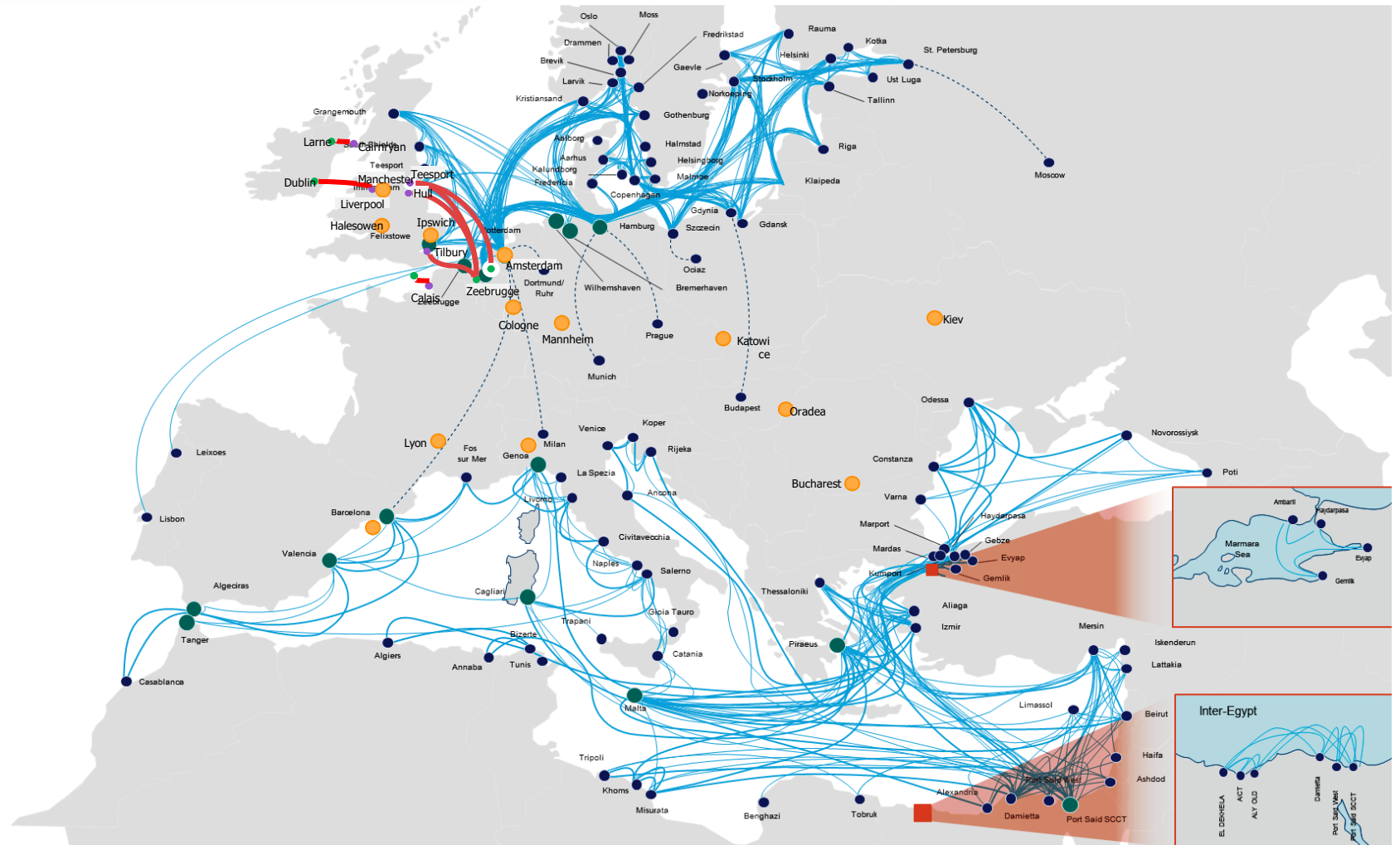
UNIFEEDER AND P&O FERRIES: A PAN-EUROPEAN INTEGRATED LOGISTICS BUSINESS

- Ferries locations
- Ferrymasters locations
- Ferries and Ferrymasters Co-location
- Unifeeder Ports (Outports): Ports Typically not called by deepsea vessels
- Unifeeder Deepsea Hub: Ports called by deepsea vessels

Unifeeder
Shortsea connections

Unifeeder
Intermodal shortsea connections

P&O Ferries
Shortsea connections



ADDING SCALE TO UNIFEEDER'S LOGISTICS PLATFORM

Medium-haul services integrated with unparalleled inland capabilities across East Asia, Wider ISC, and Arabian Gulf



True multimodal network with unparalleled coverage from East Asia to Gulf and Red Sea.

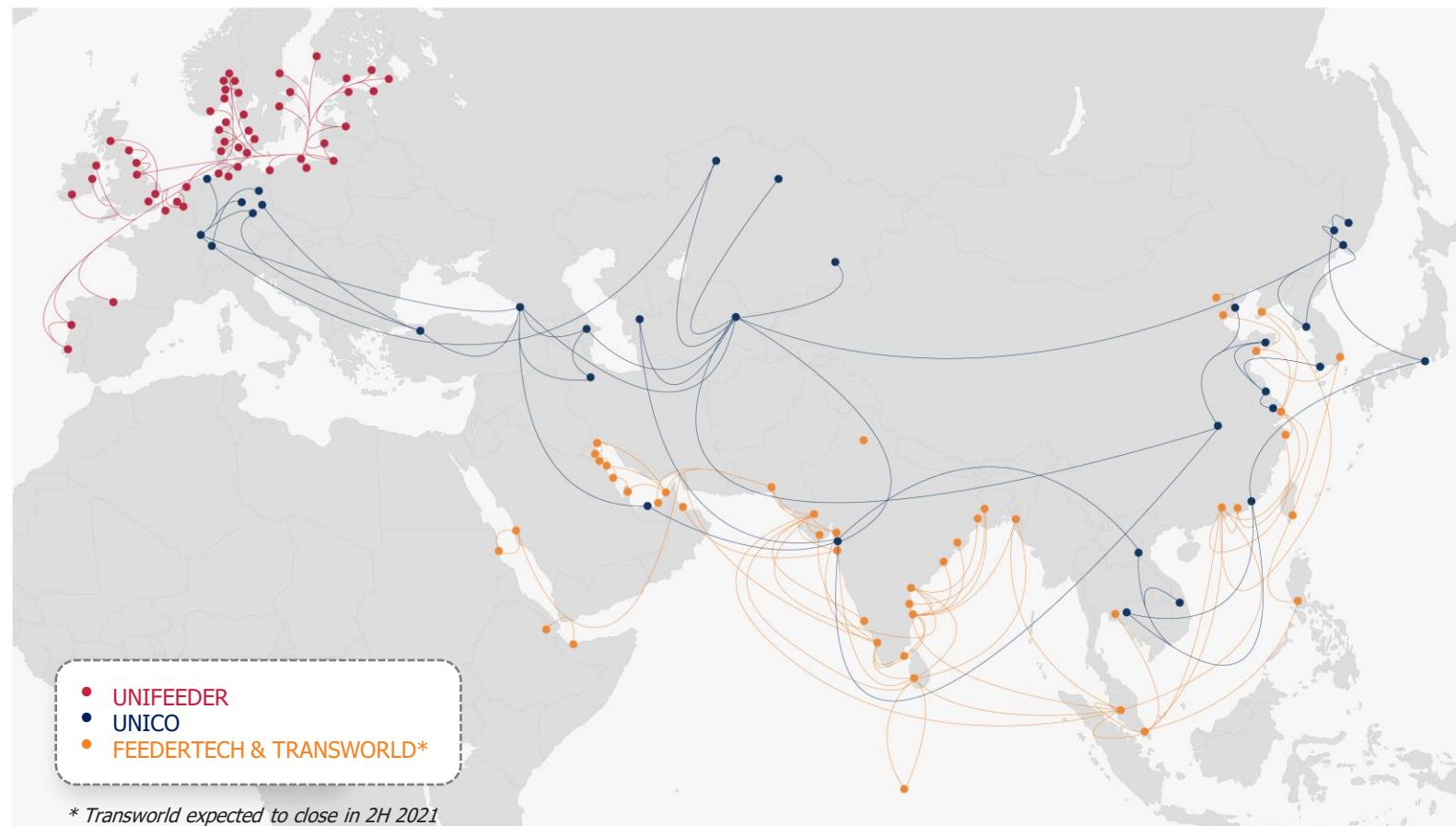
Services spanning full spectrum of medium-haul lines, shortsea, and coastal.

Largest regional equipment pool serving the full range of regional cargo flows.

20 terminals connected across region.

Port centric freight forwarding capabilities enabling seamless D2D connectivity in Jebel Ali.

Part of Unifeeder Group





- Acquisition of 100% of syncreon for an enterprise value of US\$1.2 billion.
- In FY2020, the group reported revenue of US\$1.1 billion - 57% generated in EMEA (predominantly Europe) & 42% in North America.
- Transaction is subject to customary completion conditions and is expected to close in 2H2021.

syncreon is a US based global logistics provider which specializes in the design and operation of supply chain solutions for high growth automotive and technology verticals.

**Fulfilment, eCommerce
& Value-Add Solutions**



**Manufacturing Support
& Assembly Services**



**Automotive Export
Packing**



**Transportation
Management**



**Reverse, Repair
& Service Parts**





- DP World entered into a transaction implementation agreement to acquire all outstanding shares of Imperial Logistics.
- Implied equity consideration c.USD890mn.
- Transaction is subject to shareholder approval and other customary completion conditions. Expected to close in 4Q 2021 or 1Q 2022.



African and European
focused provider of
logistics and market
access solutions



Focus on 5 key industries –
healthcare, consumer,
automotive, chemicals
and **industrial**



Unique value proposition as
'Gateway to Africa'
through integrated market
access & logistics solutions



Core Offering: **air &**
ocean freight mgmt, **road**
freight mgmt, **contract**
logistics, lead logistics
services

MARKET ACCESS

- Take ownership of inventory & responsibility for the full order to cash function.
- Build complex route-to-market solutions that provide clients and principals' access to patients & consumers across Africa – mainly in healthcare and consumer industries.

LOGISTICS AFRICA

- Integrated freight management and contract logistics provider with significant scale, offering end-to-end solutions in key industries using technology as a differentiator.
- Reduce time to market, improve customer service & mitigate risk.

LOGISTICS INTL

- Partner with clients to integrate logistics functions into their end-to-end supply chain.
- Leading capabilities in chemical & automotive industries
- Specialised express pallet freight distribution capabilities.

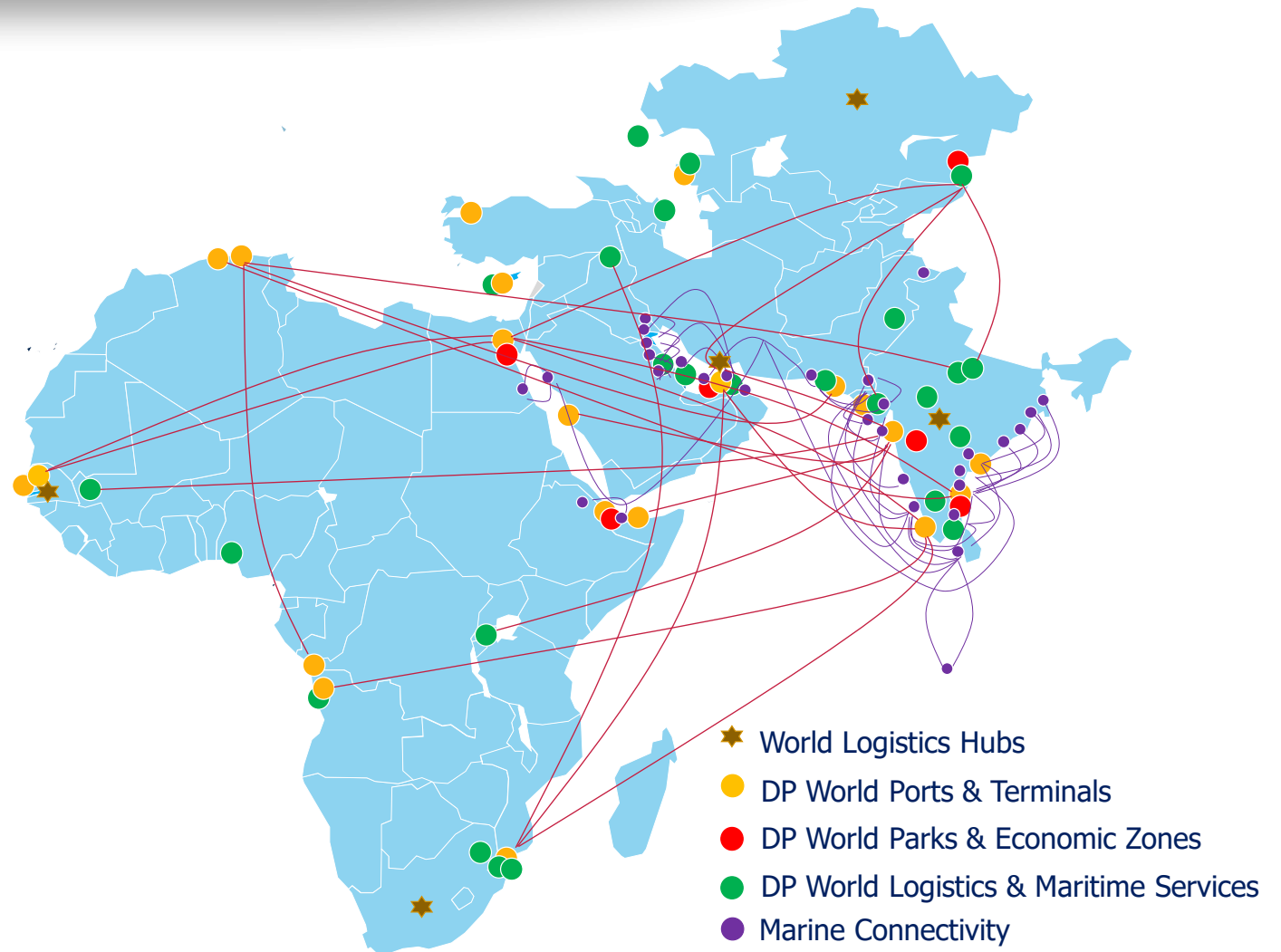
CONNECTING FASTER GROWING MARKETS. INDIAN SUBCONTINENT-MIDDLE EAST-AFRICA



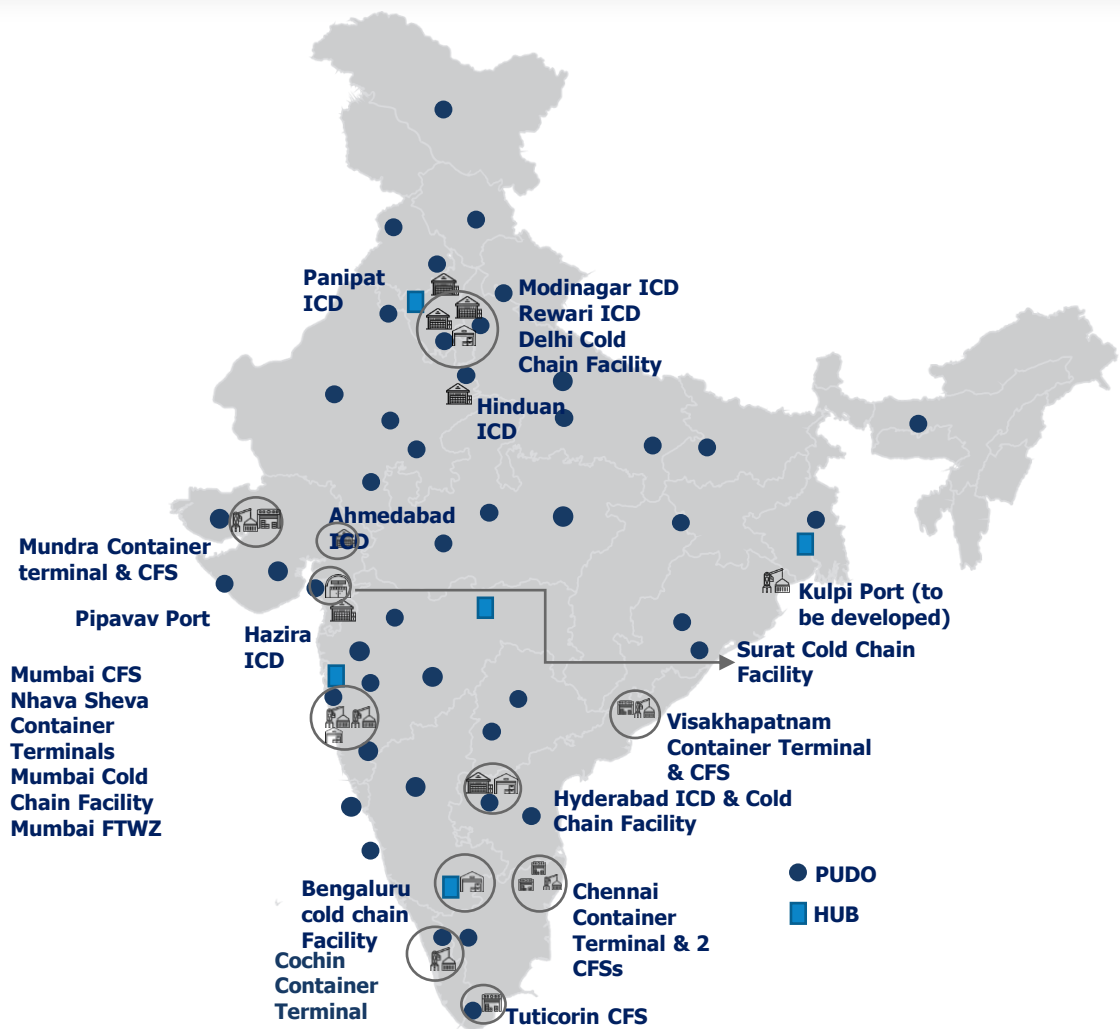
DP World is **connecting faster growing markets** such as Asia, Middle East and Africa

Leveraging our inland & marine logistics, ports & terminals and economic zones to **deliver end-to-end connectivity**

Driving efficiencies in major trade lanes through providing tech led solutions



DP WORLD INDIA OVERVIEW



DP World has the largest logistics network in India

- We provide the fastest and reliable access to major markets through our logistics network in India.
- We provide seamless movement of goods through all modes of transportation.
- We offer efficient movement of all types of cargo.



6

Port Terminals (+Kulpi concession)



7

Inland Rail Terminals



6

Container Freight Stations



2

Free Trade & Warehousing Zone (underdevelopment)



2

CTO Licenses



6

Cold Chain Facilities



2

Mn sq feet of warehouse space under Contract Logistics



92

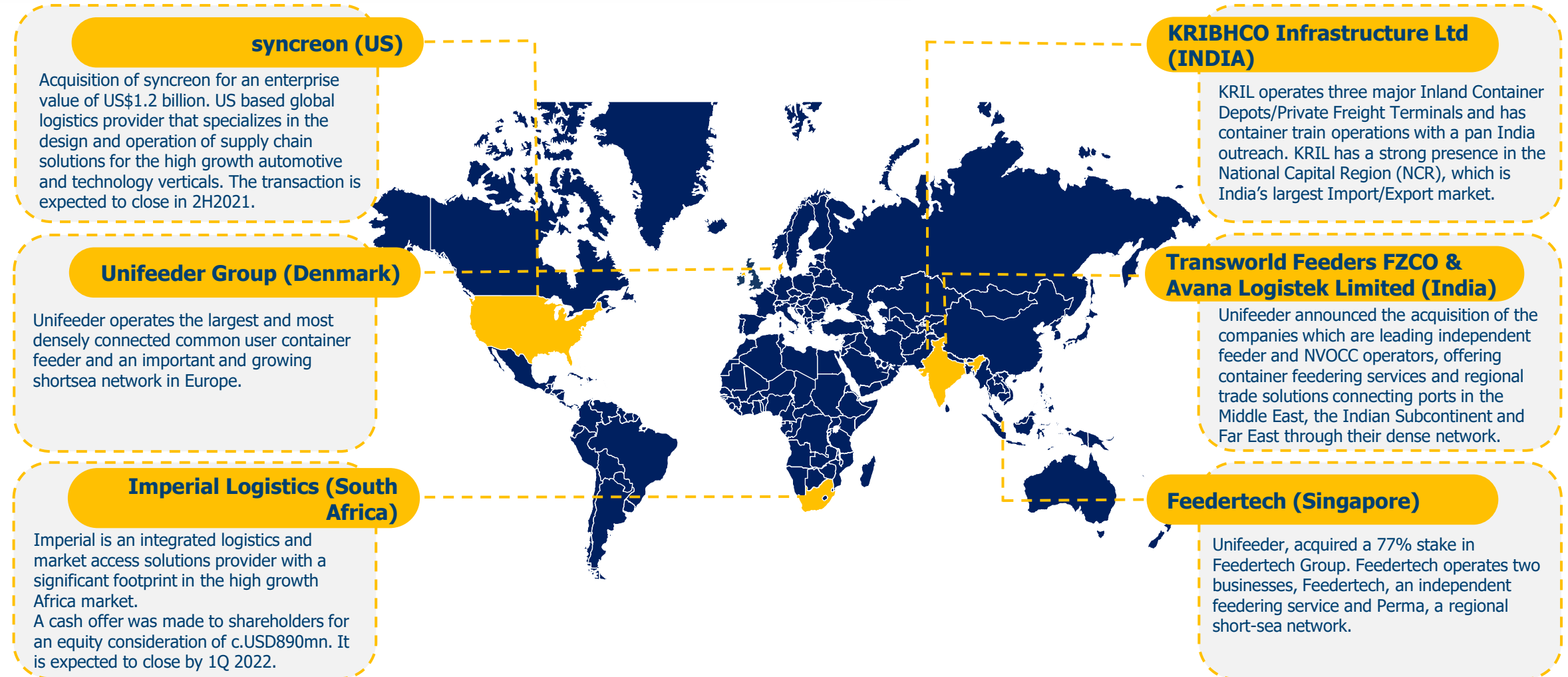
Cities with Express Logistics Centres



30

Container Trains

KEY LOGISTICS & MARITIME DEVELOPMENTS



DP WORLD 

05

ESG

INVESTOR PRESENTATION



KEY ENVIRONMENTAL & SUSTAINABILITY INITIATIVES



DP World is rated 'Negligible Risk' in terms of its ESG Risk Rating by Sustainalytics with a score of 9.3 as of February 2021.

ESG Risk Rating improvement:

- Retained 1st position in the 'Marine Ports' sub-industry group,
- Ranking improved from 21st to 6th in the 'Transportation Infrastructure' industry group.



To deliver our sustainability and impact strategy in line with the United Nations SDGs we engage with leading organisations, such as the World Ocean Council, Blue Marine Foundation, United for Wildlife, Logistics Emergency Team, IMPACT2030, Zoological Society of London (ZSL), Space for Giants and in 2020 we became a Global Alliance Founding Partner for the Earthshot Prize launched by the Royal Foundation.



In 2019, we became signatory to the UN Global Compact and its 10 principles, which encompass human rights, labour, the environment and anti-corruption. In 2020, we issued our Group Human Rights Policy and Statement, applicable to all entities under the operational control of the Group and all DP World Group employees. We also have a Modern Slavery and Human Trafficking policy which commits to identify and address modern slavery in any part of our business and our supply chain.



First international marine and inland trade services provider to join the renowned CDP.

Achieved overall score of Leadership/ A- in 2020 with the inclusion of new business units. Our GHG Emissions Inventory is verified every year by a 3rd party auditor in accordance with ISO 14054-3 standard.

KEY ENVIRONMENTAL & SUSTAINABILITY INITIATIVES



DP World is an active member of B4SI, the globally recognised methodology for companies to measure the positive impact they have in the world. Since 2014, Corporate Citizenship has conducted an annual review and assurance of DP World’s community investment data. Over the last 5 years we have directly supported over 1 million beneficiaries with our community programmes.



In 2014, we became signatory to the UN Women Empowerment Principles. In 2019 we established a Women’s Council and published our Gender Equality Statement in support of our commitment towards gender equality, as we know that ensuring diversity in a business positively correlates with profitability and value creation.



In 2018, DP World repriced and extended its \$2bn conventional and Murabaha revolving credit facilities by two years to July 2023. The loan pricing is linked to DP World’s carbon emission intensity.

The first green loan in the region with an Islamic format that links pricing to environmental performance.



Our World Our Future is our sustainability and impact strategy, which guides our approach and helps us work in a responsible way, prioritising sustainability and creating positive impacts on the people, communities and environment in which we operate.

DP WORLD[®]

06

FINANCIALS

INVESTOR PRESENTATION



OVERVIEW OF 2021 INTERIM FINANCIAL RESULTS



Results before separately disclosed items ¹ unless otherwise stated USD million	1H 2021	1H 2020	As reported % change	Like-for- like % change ²
Gross throughput ³ (TEU '000)	38,598	33,897	+13.9%	+13.3%
Consolidated throughput ⁴ (TEU '000)	22,566	19,970	+13.0%	+12.0%
Revenue	4,945	4,076	+21.3%	+9.0%
Share of profit from equity-accounted investees	76	55	+38.5%	+29.8%
Adjusted EBITDA ⁵	1,813	1,534	+18.2%	+11.9%
Adjusted EBITDA margin ⁶	36.7%	37.6%	-	38.5%
EBIT	1,117	873	+27.9%	+20.9%
Profit for the period	585	333	+75.4%	+54.7%
Profit for the period attributable to owners of the Company	475	313	+51.9%	+39.4%

(1) Before separately disclosed items (BSDI) primarily excludes non-recurring items. DP World reported separately disclosed items of a \$9.2 million loss.

(2) Like-for-like at constant currency is without the new additions at KRIL (India), TIS (Ukraine), Unico (South Korea), Fraser Surrey (Canada), Traders Market, Logistics & Digital Solutions (UAE) and Luanda (Angola).

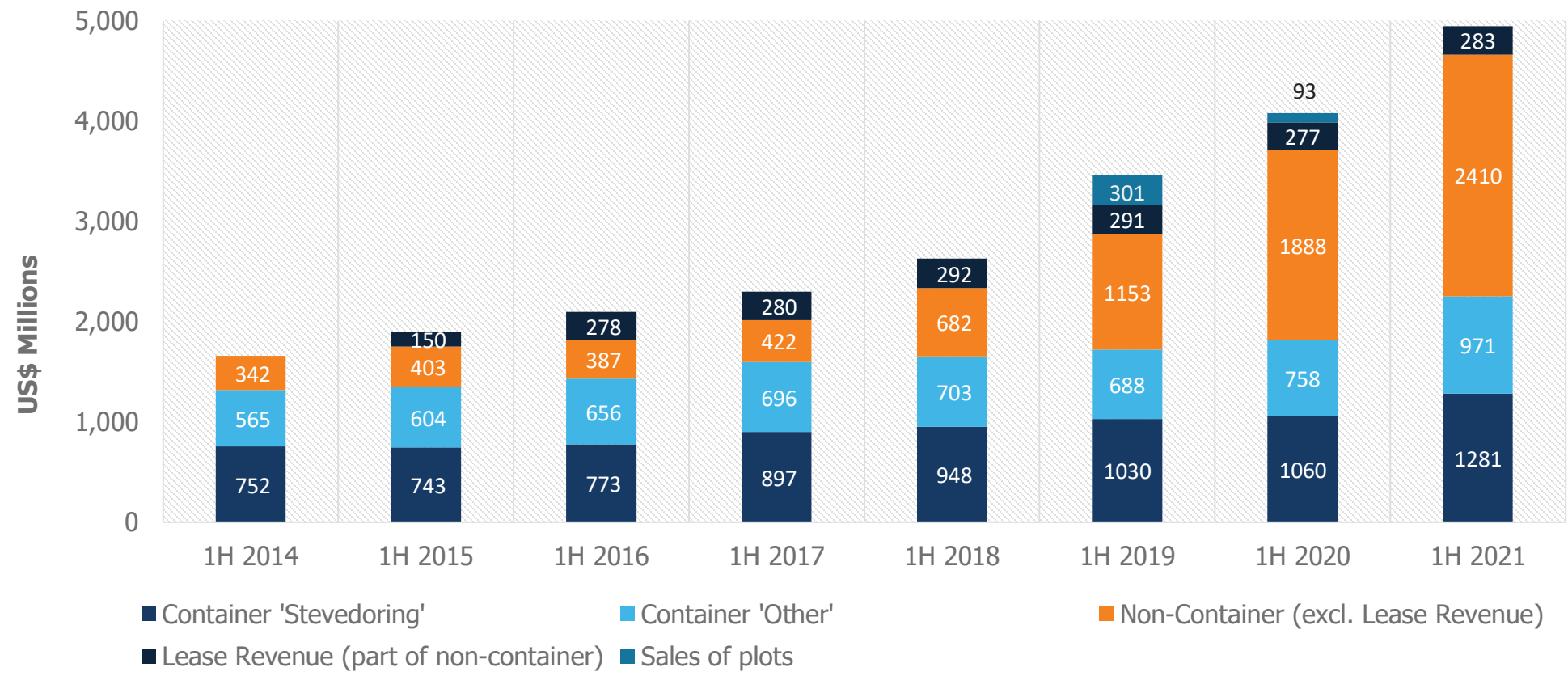
(3) Gross throughput is throughput from all consolidated terminals plus equity-accounted investees.

(4) Consolidated throughput is throughput from all terminals where the Group has control as per IFRS.

(5) Adjusted EBITDA is Earnings before Interest, Tax, Depreciation & Amortisation including share of profit from equity-accounted investees before separately disclosed items.

(6) The adjusted EBITDA margin is calculated by dividing adjusted EBITDA by revenue.

REVENUE BREAKDOWN



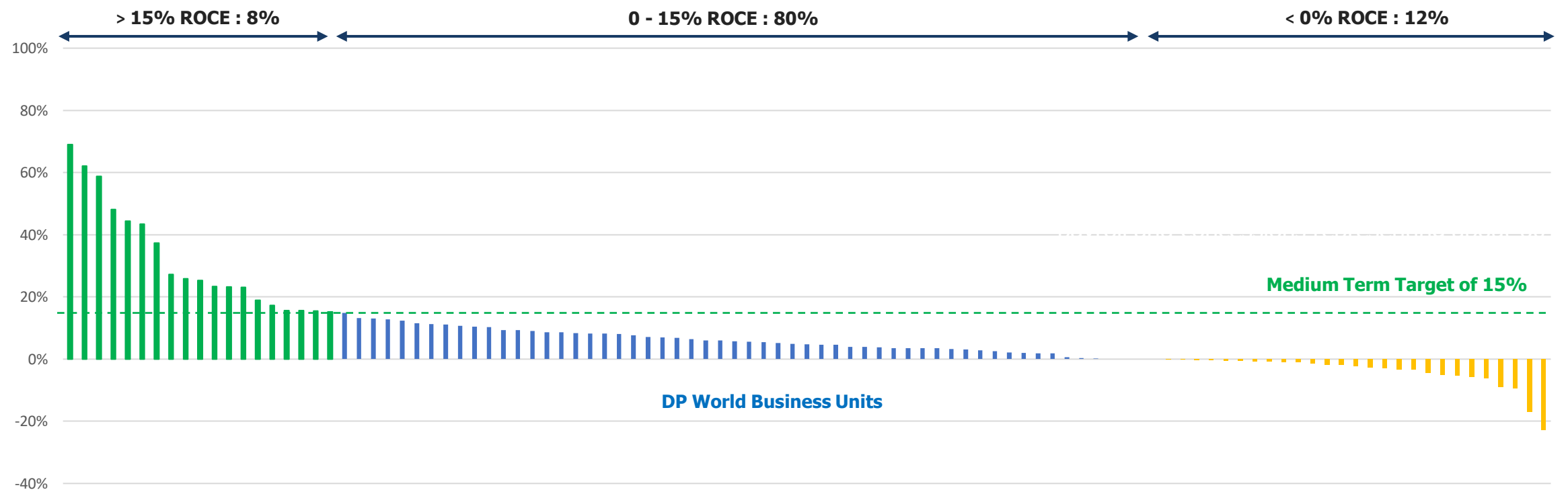
□ Revenue growth as reported is **21.3%**.

□ Like-for-like revenue declined by **9.0%**.

□ Lease Revenue includes income from Jebel Ali Free Zone and Dubai Maritime City.

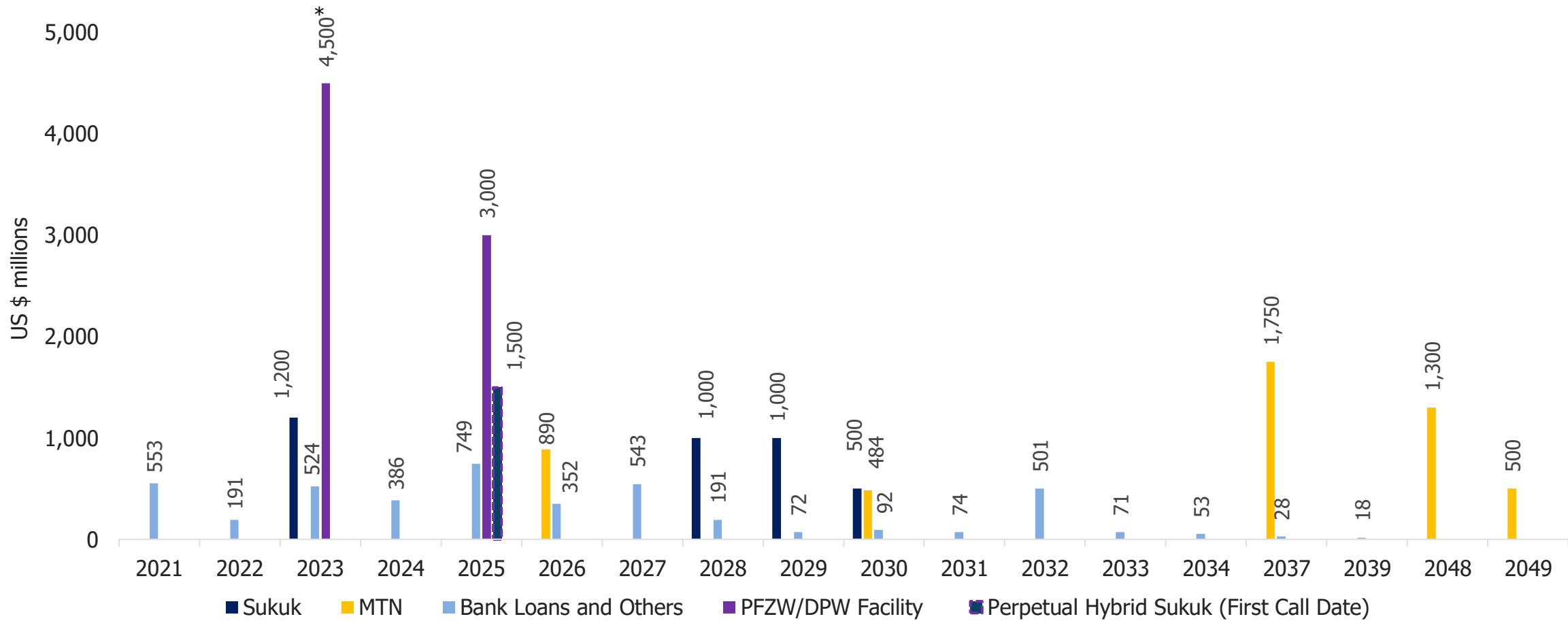
- At 1H2021, non-containerized revenue accounted for approximately 54.5% of total revenue.
- Revenue growth of 21.3% supported by acquisitions and strong growth in India, Australia, and UK.
- Total Lease revenue was \$283 million. Lease revenue is included in total non-container revenue for reporting purposes.

2020 RETURN ON CAPITAL EMPLOYED



- ❑ ROCE was at 6.0% in 2020 from 7.5% in 2019.
- ❑ The average life of our port concessions is approximately 35 years.
- ❑ We expect our ROCE to continue to increase as our portfolio matures.
- ❑ Newer operations or investment in pre-operational businesses reduces Group ROCE.
- ❑ Includes all DP World consolidated operations and our equity-accounted investees.

DEBT MATURITY PROFILE – AS OF 30 JUNE 2021



* USD 3,400 million facility drawn by PFZW and guaranteed by DP World, USD 1,100 million facility drawn by DP World.

DEBT POSITION

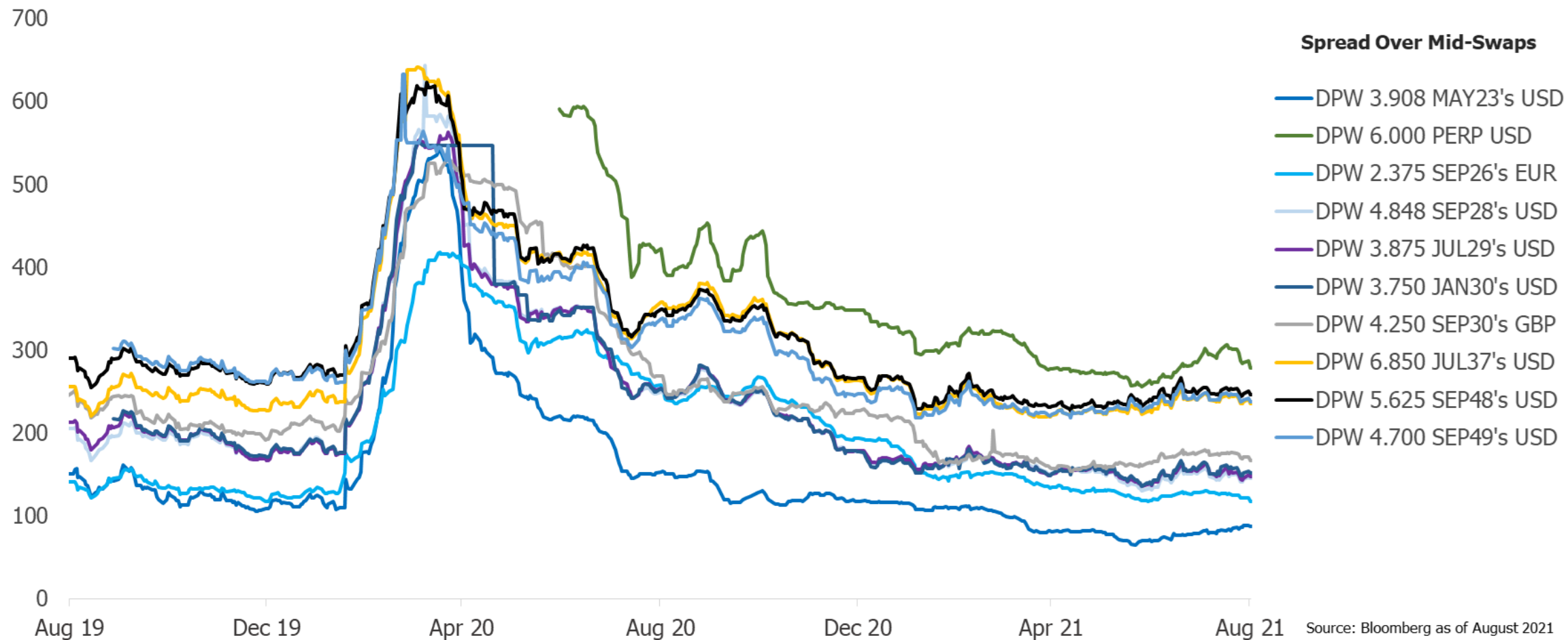
\$ Million	30 June 2021	31 Dec 2020	30 June 2020
Interest Bearing Debt	14,490	13,115	12,955
IFRS 16 Lease Liability	3,526	3,164	2,953
Total Debt	18,016	16,280	15,908
Cash Balance	3,629	2,142	2,139
Adjusted Net Debt	14,387	14,138	13,769
Adjusted Net Debt (Excluding lease liabilities)	10,861	10,973	10,816
Net Debt / Adjusted EBITDA pre IFRS 16	3.5x	3.7x	3.7x
Net Debt / Adjusted EBITDA post IFRS 16	4.0x	4.3x	4.3x
Interest Cover pre IFRS 16	5.3x	4.4x	3.9x
Interest Cover post IFRS 16	4.6x	4.0x	3.5x

- Well matched debt profile with long-term debt to meet long-term nature of our business.
- Cash from operating activities remains strong at \$1,490 million in 1H2021 compared to \$1,124 million in 1H2020
- Leverage (Net debt to annualised adjusted EBITDA) decreased to 3.5 times (Pre-IFRS16) from 3.7 times at FY20. On a post-IFRS16 basis, net leverage stands at 4.0 times compared to 4.3 times at FY2020.

DEBT RATIO - DPW & PFZW COMBINED

Combined & Proforma Leverage	\$ Million
(+) Interest Bearing Debt	21,556
(+) IFRS 16 Lease Liability	3,526
(=) Total Debt	25,082
(-) Cash Balance	3,657
(=) Net Debt	21,425
(=) Net Debt excluding lease liabilities	17,899
Net Debt / Adjusted EBITDA pre IFRS 16	5.7x
Net Debt / Adjusted EBITDA post IFRS 16	6.0x
Proforma Leverage pre IFRS 16*	5.9x
Proforma Leverage post IFRS 16*	6.0x

- Target of below 4x Net Debt to Adjusted EBITDA (pre IFRS 16) by end of 2022.
- Target strong Investment Grade Rating in the medium term.
- Interest bearing debt includes \$750 million of hybrid (50% equity treatment by rating agencies) and \$6.4bn of PFZW debt guaranteed by DP World.
- *Pro-forma leverage is an approximate calculation and assumes 12 month contribution from all announced acquisitions



DP WORLD KEY FINANCIAL METRICS



\$ Million	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Gross Throughput (TEU mn)	43.4	49.6	54.7	56.1	55.0	59.9	61.7	63.7	70.1	71.4	71.2	71.2
Consolidated Throughput (TEU mn)	25.6	27.8	27.5	27.1	26.1	28.3	29.1	29.2	36.4	36.8	39.9	41.7
Revenue	2,821	3,078	2,978	3,121	3,073	3,411	3,968	4,163	4,715	5,646	7,686	8,533
Adjusted EBITDA	1,072	1,240	1,307	1,404	1,414	1,588	1,928	2,263	2,469	2,808	3,306	3,319
EBITDA margin	38.0%	40.3%	43.9%	45.0%	46.0%	46.6%	48.6%	54.4%	52.4%	49.7%	43.0%	38.9%
Leverage (Net Debt / EBITDA)	4.7	4.2	2.7	2.0	1.7	1.3	3.2	2.8	2.5	2.8	3.4	3.7
PAT	332.7	450.1	531.7	624.8	674.2	756.7	969.9	1,259.5	1,362.5	1,332.8	1,341.4	979.7
EPS (USD cents)	35.6	45.0	55.3	65.7	72.8	81.4	106.3	135.7	145.6	153.0	160.0	105.9
ROCE %	3.8%	4.4%	6.0%	6.8%	6.7%	7.1%	7.9%	9.5%	8.8%	8.4%	7.5%	6.0%
Interest cover x	3.8	4.4	4.5	4.7	5.0	5.6	5.0	6.7	7.5	6.5	4.6	4.0
Capex	967	1,129	481	685	1,063	807	1,389	1,298	1,090	908	1,146	1,076
Acquisition & Monetisation	142	0	(1,504)	(374)	(637)	83	4,072	174	300	2,320	3,100	600
Consolidated Terminal Capacity (TEU mn)	34.4	35.1	33.6	34.7	35.2	37.9	40.1	42.4	49.7	49.7	54.2	57.9
Gross Capacity (TEU mn)	59.7	64.1	69.4	69.7	70.7	76.1	79.6	84.6	88.2	90.5	91.8	93.3
Gross Capacity Utilisation	72.7%	77.3%	78.8%	80.4%	77.8%	78.7%	77.5%	75.2%	79.5%	78.9%	77.6%	76.3%

* Pre IFRS 16

DP WORLD 

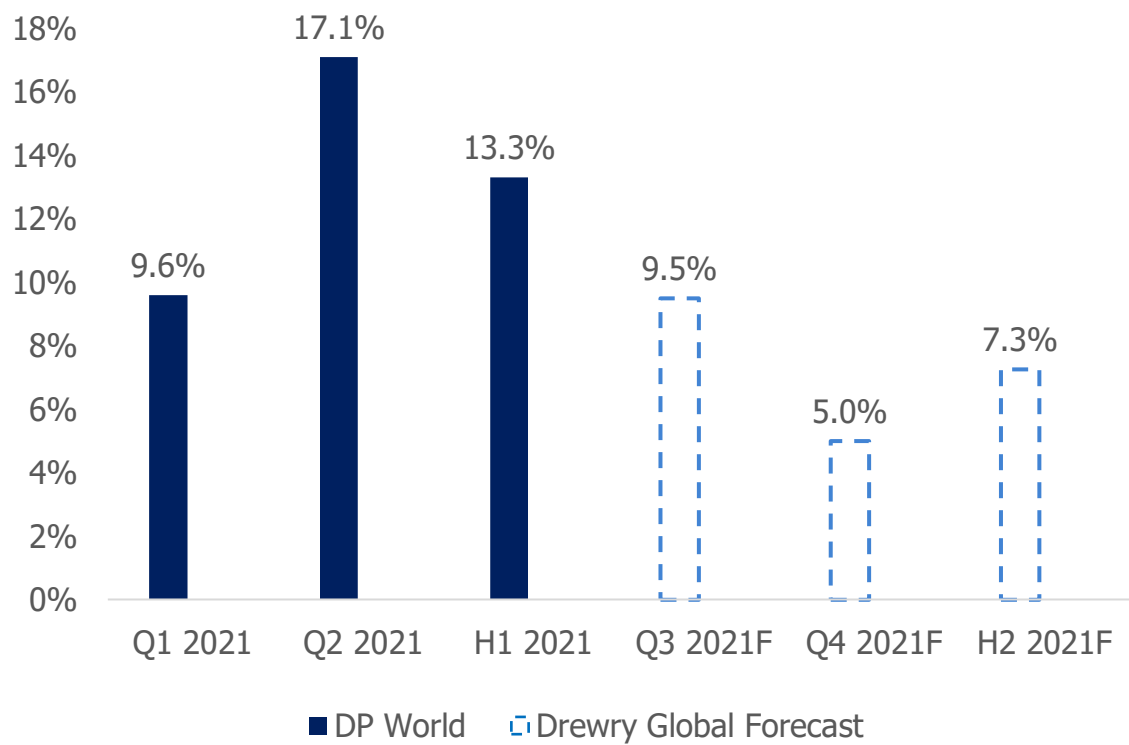
07

APPENDIX

INVESTOR PRESENTATION

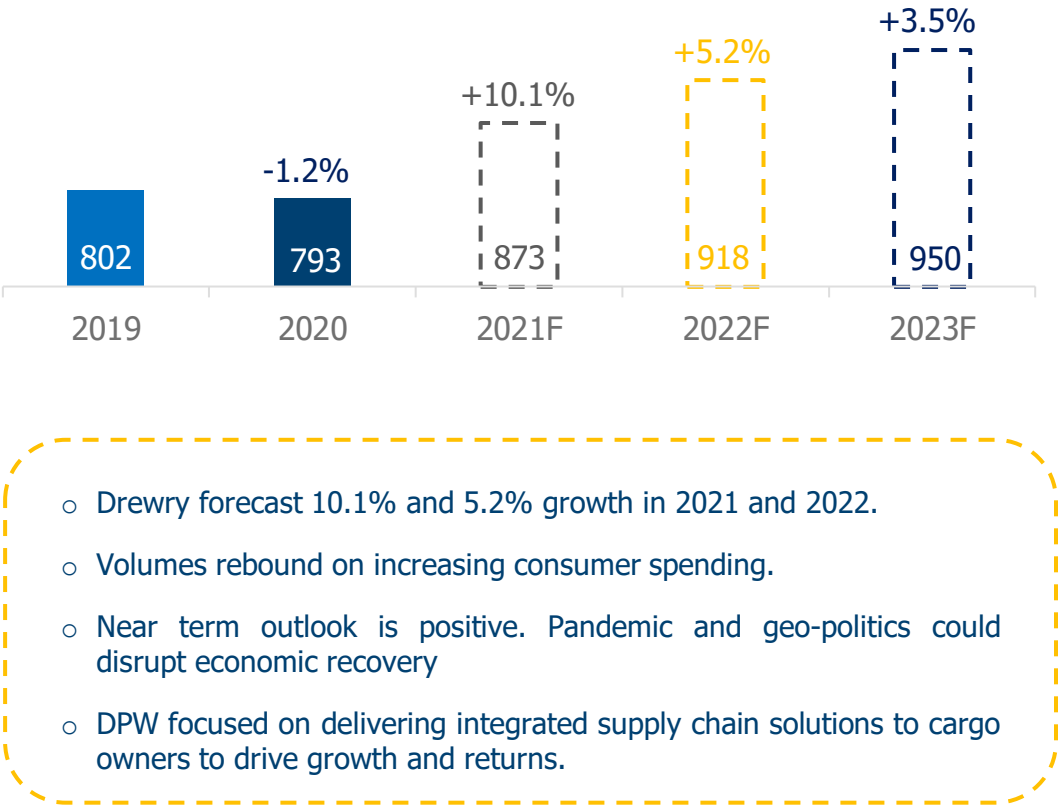


DP WORLD NORMALIZED GROSS THROUGHPUT PERFORMANCE & DREWRY FORECAST



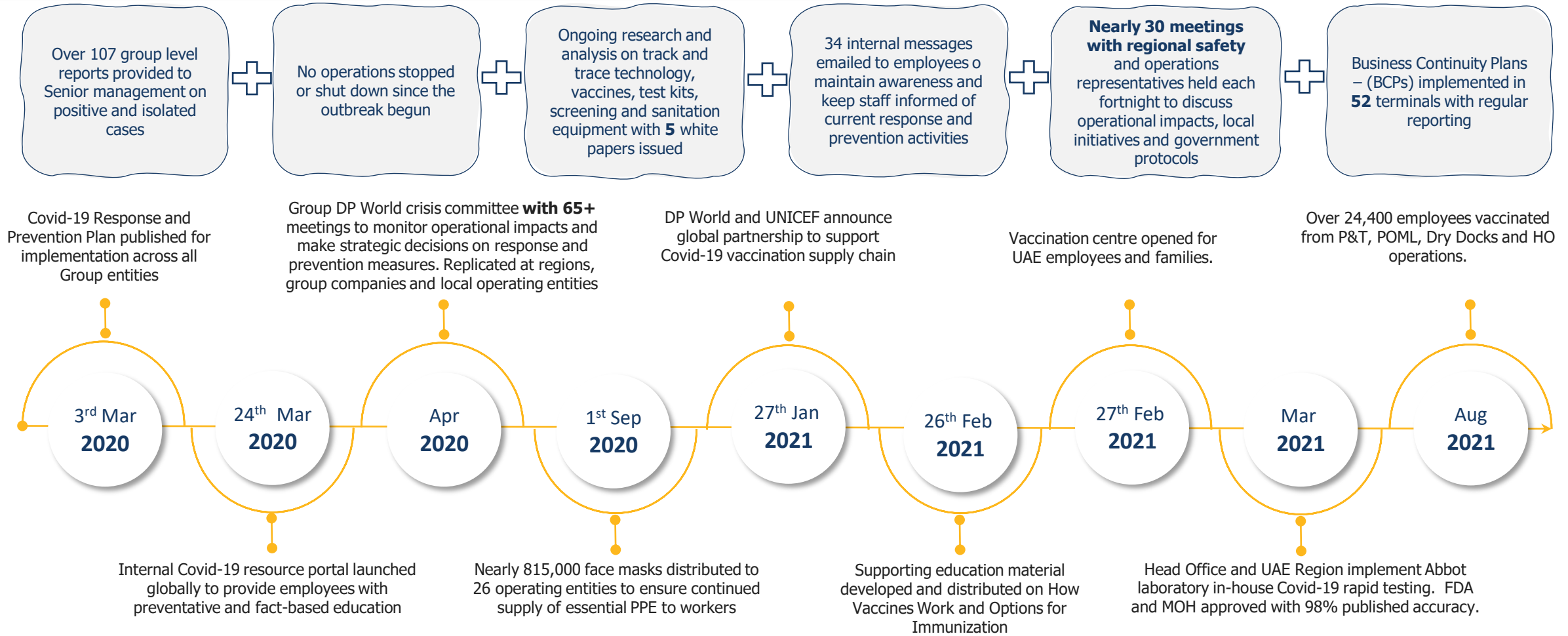
Source: Drewry Maritime Research, June 2021

DREWRY GLOBAL THROUGHPUT FORECAST 2019 - 2022 (Million TEU)



- Drewry forecast 10.1% and 5.2% growth in 2021 and 2022.
- Volumes rebound on increasing consumer spending.
- Near term outlook is positive. Pandemic and geo-politics could disrupt economic recovery
- DPW focused on delivering integrated supply chain solutions to cargo owners to drive growth and returns.

DP WORLD RESPONSE TO COVID-19



DP World ports and terminals & logistic facilities deemed as essential services in most countries, remote work was implemented where feasible.

UAE / JEBEL ALI OUTLOOK



Expo 2020 (1 Oct 2021-31 Mar 2022)

UAE will be the first country to host the World Exposition in the MENA and South Asia region

- ✓ Initially planned for 2020 but postponed to 2021 due to Covid-19
- ✓ **190+ countries** participating
- ✓ **USD 10.9bn** investments made in infrastructure
- ✓ Expected to boost GDP by **USD 6.2bn** during the Expo and by **USD 16.9bn** in the next 10 years
- ✓ Following the event, the Expo site is expected to be redeveloped to **District 2020**, which is expected to include tenant companies and an expanded **Dubai Exhibition Centre (DEC)**



UAE-Qatar Diplomatic Relations

Qatar and UAE agreed to fully restore diplomatic relations in Jan 2021

- ✓ Land, air and sea **borders reopened** between the two nations
- ✓ Strengthened activities in retail, logistics and cargo operations
- ✓ Trade reopening to **benefit the UAE ports**
- ✓ These steps provide pathway for partial recovery of UAE-Qatar trade
- ✓ Potential to also boost incremental trade growth of 10% annually with less trade and transit volume via Oman's port and airport



UAE-Israel Peace Treaty

The US-facilitated peace treaty signed between the UAE & Israel on 15 Sep 2020

- ✓ UAE to **benefit from Israeli businesses** in energy, finance & investment, water, aviation and telecom sectors
- ✓ Increased investments given preliminary agreement to avoid double taxation
- ✓ Enhanced role for Dubai as regional trade hub for MENA market for Israel
- ✓ Between Sep-20 and Jul-21, trade between Dubai and Israel reached **USD 675mn**
- ✓ Potential for trilateral trade incl. India to reach USD 110bn by 2030



World Logistics Passport Single portal

Aimed at increasing trade opportunities between emerging markets

- ✓ **Dubai launched the World Logistics Passport (WLP) initiative in 2020**, the first global freight loyalty programme, aimed at increasing trade opportunities between emerging markets
- ✓ The **objective is to grow Dubai's non-oil trade to AED 2tn (US\$ 0.5tn) by 2027** with WLP contributing 25% of that trade
- ✓ To date, the WLP initiative has expanded into a **global network of trade mega-hubs in 11 countries** with several major MNCs as members including **UPS, Pfizer, Sony, Johnson & Johnson and LG** among others

THROUGHPUT OVERVIEW

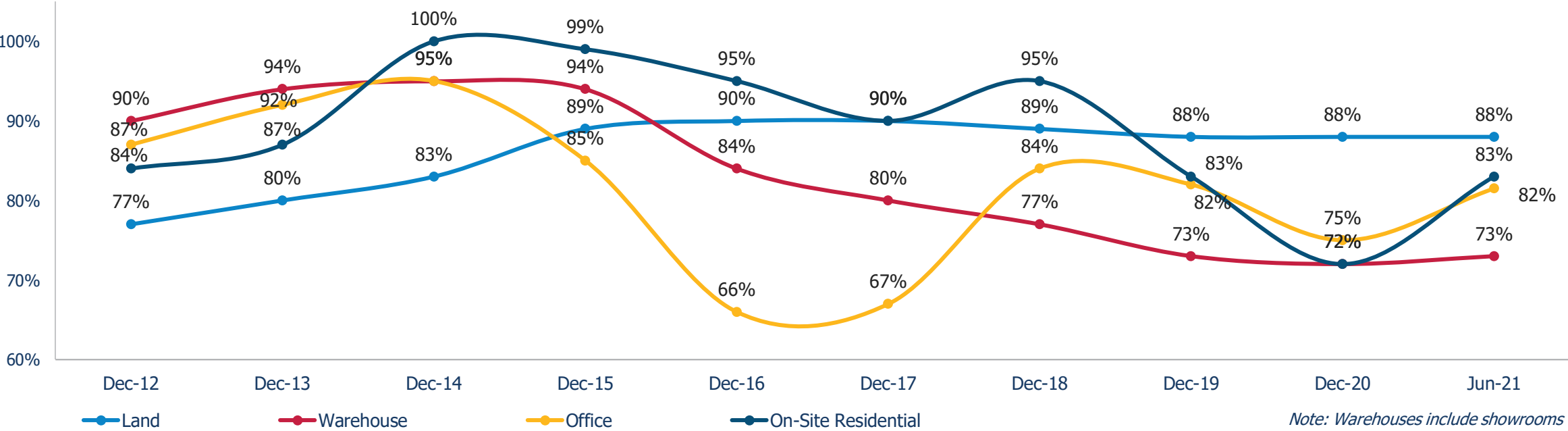
Gross Volumes '000 TEU	1Q 2021 (YoY)	1Q 2021 Volume	2Q 2021 (YoY)	2Q 2021 Volume	1H 2021 (YoY)	1H 2021 Volume
Asia Pacific & India	+10.6%	8,347	+21.2%	8,756	+15.7%	17,104
Europe, Middle East and Africa*	+7.6%	7,886	+13.8%	8,143	+10.7%	16,029
Americas & Australia	+17.7%	2,710	+18.2%	2,755	+17.9%	5,466
Total Group	+10.2%	18,944	+17.6%	19,654	+13.9%	38,598
Consolidated Volumes '000 TEU	1Q 2021 (YoY)	1Q 2021 Volume	2Q 2021 (YoY)	2Q 2021 Volume	1H 2021 (YoY)	1H 2021 Volume
Asia Pacific & India	+7.1%	2,554	+35.0%	2,565	+19.5%	5,119
Europe, Middle East and Africa*	+4.7%	6,002	+12.4%	6,124	+8.4%	12,126
Americas & Australia	+18.1%	2,630	+18.1%	2,691	+18.1%	5,321
Total Group	+8.2%	11,186	+18.2%	11,380	+13.0%	22,566
*Jebel Ali volumes included in Middle East, Africa and Europe region	+2.6%	3,460	+4.2%	3,440	+3.4%	6,899

KEY CAPACITY ADDITIONS

	2020 Year End Capacity	New Developments and major expansions	2021 Year End Forecast
Consolidated Capacity	57.9m TEU	<ul style="list-style-type: none"> • Pusan (South Korea) – 1.1m • Caucedo (Dominican Republic) – 0.9m • Rotterdam (Netherlands) – 0.8m • QQCT (China) – 1.1m • Yantai (China) – 0.4m • TIS Terminal (Ukraine) – 0.3m 	Approx. 59.8m TEU
Gross Capacity (Consolidated plus equity-accounted investees)	93.3m TEU	As above	Approx. 97.3m TEU

- Many of our existing portfolio of terminals have the ability to increase capacity as utilization rates and customer demand increases.
- 2021 expected new capacity: Pusan (South Korea) – 1.1m, Caucedo (Dominican Republic) – 0.9m, Rotterdam (Netherlands) – 0.8m, QQCT (China) – 1.1m, Yantai (China) – 0.4m, TIS Terminal (Ukraine) – 0.3m

Occupancy Rates %



Trading remains in line with expectations



Over 261 new companies registered during 1H 2021 and total number of companies exceeds 8,700.

INVESTOR RELATIONS APP



The banner features a background image of a port with yellow cranes and a ship. On the left, a smartphone displays the app's interface. At the top left is the "DP WORLD Investor Relations MyIRApp" logo. At the top right are social media icons for Facebook, Twitter, LinkedIn, YouTube, and Instagram. The URL <https://www.myirapp.com/dpworld/> is displayed in large white text. Below the URL, the text "DP World Investor Relations App" is shown. A paragraph describes the app's features: "Our IR App will keep you up-to-date with the latest development - from latest share prices and press releases to investor days, financial results and our document library on the go." Below this, it says "Download DP World IR from iOS App Store and Android Play Store". At the bottom right are the "Download on the App Store" and "GET IT ON Google Play" logos.

DP WORLD Investor Relations MyIRApp

<https://www.myirapp.com/dpworld/>

DP World
Investor Relations App

Our IR App will keep you up-to-date with the latest development - from latest share prices and press releases to investor days, financial results and our document library on the go.

Download DP World IR from iOS App Store and Android Play Store

Download on the App Store

GET IT ON Google Play

INVESTOR RELATIONS CONTACT

Redwan Ahmed

Email: Redwan.Ahmed@DPWorld.com

Amin Fikree

Email: Amin.Fikree@DPWorld.com

Investor Relations

Email: Investor.Relations@DPWorld.com



THANK YOU